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ABSTRACT

After a discussion of Arizona Indian reservations and population, employment on reservations, economic developments, and Indian status in the job market, the 1969 annual report of the Arizona State Employment Service (ASES) describes the services it has provided for Arizona Indians. Also described are services provided to the Indians by agencies other than ASES. Findings from 3 surveys on Indian manpower are included. The appendix provides selected statistics on placement of Indians by local office and occupational group. Data on placement, by month, in industry and agriculture are also given, along with selected statistics on services provided to Arizona Indians by ASES from 1960 through 1969. (EL)

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ARIZONA STATE EMPLOYMENT SERVICE

CHARLES A. BOYLE, Administrator

MANPOWER SERVICES TO ARIZONA INDIANS 1969

Seventeenth Annual Report

Arizona State Employment Service
Administrative Office
1717 West Jefferson Street
Phoenix, Arizona 85007

June 1970

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PREFACE

For nearly thirty years, the Arizona State Employment Service has continually provided and expanded its employment and manpower services to Arizona Indians living on and off reservations. Such services are an important and integral part of the operations of this agency.

This report, compiled by Margie I. Hackett, Manpower Analyst, under the direction of Bernd Schwarz, Acting Chief of the Manpower Research and Analysis Section, is the seventeenth in the series of annual reports on the activities and accomplishments of the Employment Service on behalf of the Indians of Arizona. Herein are also included descriptions of: the services that other agencies provide to Arizona Indians seeking employment and training; and information on population, employment, and economic developments on reservations.

The findings from two earlier surveys, plus those from a third research study, are included in this year's report; also, a description and progress chart are given for another project. It is hoped that the information from these research projects may be used for further understanding of the problems faced by Arizona Indians and for renewed efforts in helping to solve these problems.

The Arizona State Employment Service is grateful for the valuable assistance provided by the Bureau of Indian Affairs, Chandler Career Center, Arizona Commission of Indian Affairs, Indian Development District of Arizona, Indian Community Action Project, Phoenix and Tucson Indian Centers, Western Apprenticeship Association, Small Business Administration, and Economic Development Administration, as well as for the help of all those involved in the preparation of this report, and for the cooperation and assistance of the various Indian tribes in 1969.

Charles A. Boyle

CHARLES A. BOYLE, Administrator

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I.
HIGHLIGHTS

Estimates of Indian population by reservation and by county are included in this report. (See Section II. A.)

Although unemployment is low on a few reservations, it is quite high on many of them. (See Section II. B. for labor force data.)

A significant breakthrough was achieved by Indian workers recently when two of them were named to top management positions in a firm located on the Colorado River Reservation. (See Section II. B.)

The ASES maintained Indian branch offices at Chinle, Ganado, Kayenta, Tuba City, and Window Rock on the Navajo Reservation; one at Keams Canyon on the Hopi Reservation; and one each at Whiteriver on the Fort Apache Reservation, at San Carlos on the San Carlos Reservation, at Sells on the Papago Reservation, and at Sacaton on the Gila River Reservation. All of these branch offices are manned by interviewer-interpreters, who themselves are Indians and members of the reservation tribes which they serve. (See Section III. A.)

The Arizona State Employment Service placed Indians on 20,412 jobs in 1969, of which 13,686 were nonagricultural jobs, and 6,726 were agricultural. (See Section III. E.)

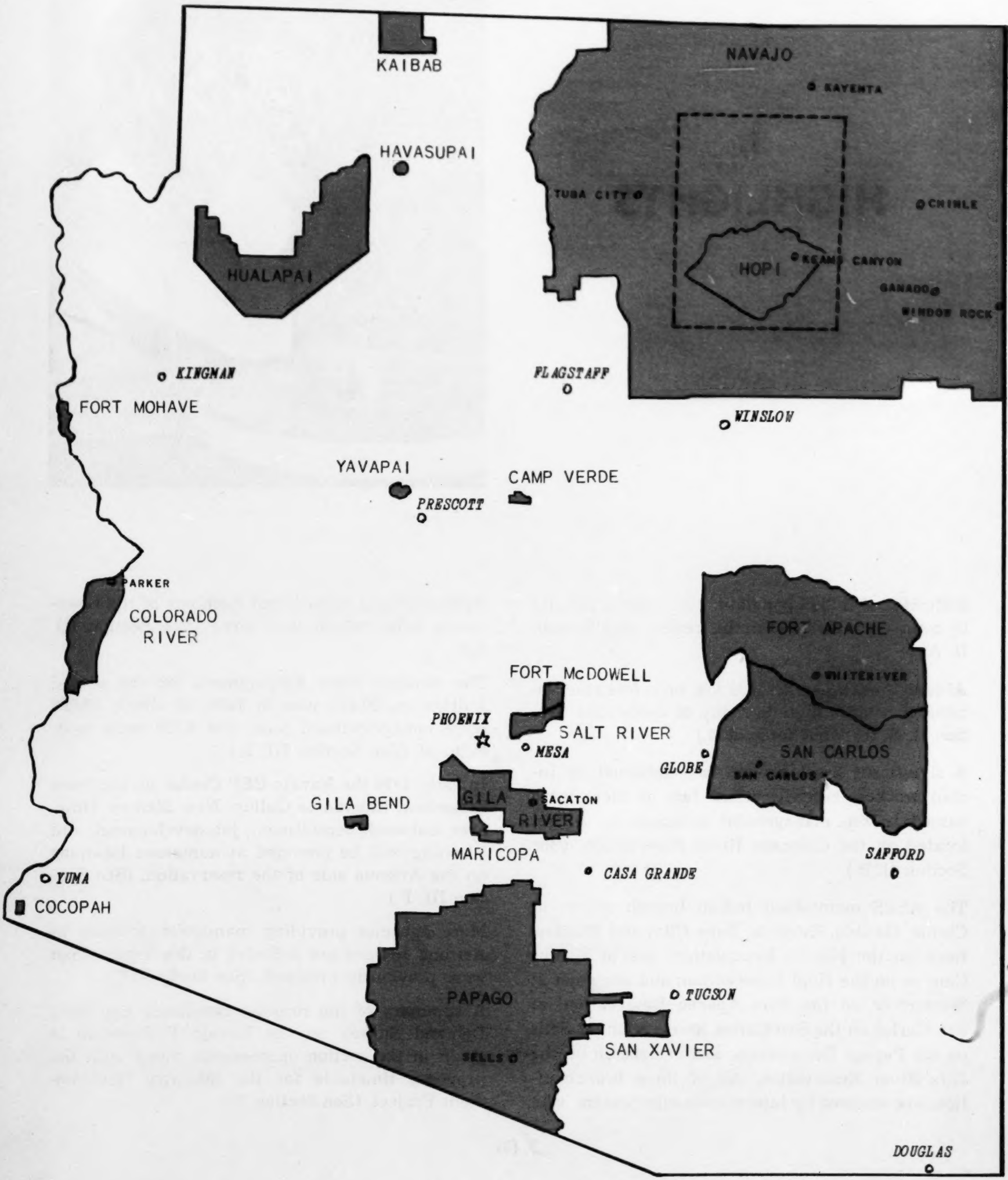
In early 1970 the Navajo CEP Center moved from Steamboat Canyon to Gallup, New Mexico. However, outreach, recruitment, job development, and coaching will be provided at numerous locations on the Arizona side of the reservation. (See Section III. F.)

More agencies providing manpower services to Arizona Indians are included in this report than were previously involved. (See Section IV.)

A summary of the recently concluded Employer Demand Survey on the Navajo Reservation is given in the section on research, along with the proposed timetable for the Minority Readjustment Project. (See Section V.)

ARIZONA INDIAN RESERVATIONS

AND PRINCIPAL ARIZONA STATE EMPLOYMENT SERVICE
OFFICES SERVING INDIANS



II.

GENERAL INFORMATION ON INDIANS IN ARIZONA

There are approximately 650,000 Indians in this country today, about two-thirds of whom live on reservations. Although these "first Americans" live in most parts of the United States, Arizona contains more Indians and more Indian land than any other state in the nation.

A. Reservations and Population

Arizona's 19 reservations encompass some of the world's most magnificent scenery and comprise a land mass of almost 31,000 square miles. They make up more than one-third of all land owned by or allotted to Indians in the entire United States, and cover over 27% of the land in Arizona.

Although there were only about 27,000 Indians in Arizona in 1900, recent estimates place the total population of Arizona Indians at about 120,000, representing nearly 7% of the State's total population. Because of the remoteness of some reservation dwellers and of the mobility of some of the people, there are no accurate figures available either for on-reservation or off-reservation Indians. At this writing, 1970 census data figures for ethnic groups and tribes are not available, and it will probably be sometime in late 1970 before this information is disseminated. A table showing the resident population and area of Arizona's reservations follows:

POPULATION AND AREA OF ARIZONA RESERVATIONS
March 1970

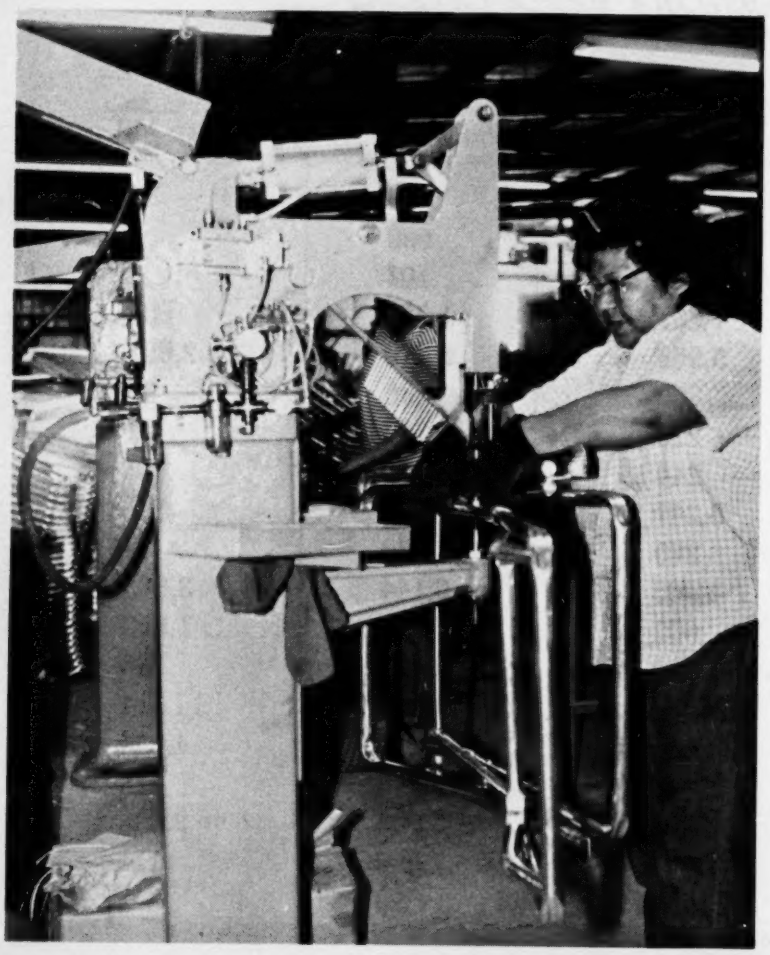
Reservation	Tribe(s)	On-Reservation Population*	Service Population*	Area in Square Miles
Ak-Chin (Maricopa)	Papago	240	248	34
Camp Verde	Yavapai-Apache	314	690	1
Cocopah	Cocopah	63	101	1
Colorado River	Mohave-Chemehuevi	1,297	1,730	353
Fort Apache	Apache	5,953	6,230	2,601
Fort McDowell	Yavapai	280	335	39
Fort Mohave**	Mohave	226	336	37
Gila Bend	Papago	244	446	16
Gila River	Pima-Maricopa	5,241	7,992	581
Havasupai	Havàsupai	270	370	5
Hopi	Hopi	4,966	6,144	3,863
Hualapai	Hualapai	682	1,033	1,550
Kaibab	Paiute	60	138	188
Navajo	Navajo	N.A.	71,396	14,014
Papago	Papago	4,688	7,218	4,334
Salt River	Pima-Maricopa	2,040	2,345	73
San Carlos	Apache	4,404	4,709	2,898
San Xavier	Papago	574	2,090	111
Yavapai-Prescott	Yavapai	90	90	2

*Source: Bureau of Indian Affairs.
**Most of the Fort Mohave population lives on the California side of the reservation.

INDIAN POPULATION BY COUNTY

County	1960 Census	% of County Population	1968 Estimate*	% of County Population*
State Total	83,387	6.40	112,500	6.65
Apache	22,814	74.95	34,700	76.43
Cochise	108	0.19	170	0.25
Coconino	11,668	27.87	16,850	31.09
Gila	3,513	13.64	4,130	15.25
Graham	1,249	8.89	1,500	9.62
Greenlee	182	1.58	150	1.50
Maricopa	8,136	1.22	10,750	1.19
Mohave	727	9.39	1,530	8.23
Navajo	19,324	50.86	24,025	49.33
Pima	7,307	2.75	9,425	2.84
Pinal	5,760	9.19	5,580	8.75
Santa Cruz	17	0.15	70	0.50
Yavapai	780	2.69	1,315	3.83
Yuma	1,802	3.89	2,305	3.75

*Source: Unemployment Compensation Division, Employment Security Commission of Arizona.



It is estimated that 10,000 to 15,000 Indians live off-reservation in the State, primarily in the Phoenix, Tucson, and Flagstaff areas. The most recent estimates of Indian population by county are compared with 1960 census data in the table above.

Using a power press to make outdoor furniture

B. Employment on Reservations

In recent years the economy of some reservations has become more diversified than previously, with private industry added to government agencies and tribal enterprises as employers.

A Significant Breakthrough for Indian Workers

A significant breakthrough, with national implications, was achieved by Indian workers recently at the Prest-Wheel of Arizona plant when Indians were named to two top management positions—plant superintendent and production manager. These two workers were among a group of ten Indians who completed an intensified training course at the company's main operation in South Grafton, Massachusetts. Prest-Wheel is presently employing over 100 workers, most of whom are Indians. Indians are also filling all supervisory positions in the Arizona operation.

Labor Force Data

However, the table below reveals that there are many reservation Indians who are unemployed or only employed temporarily.

SELECTED DATA
INDIAN POPULATION AND LABOR FORCE
March 1970

Reservation	Total Resident Indian Pop.	Total 16 Yrs. and Over	Available Labor Force 16 Yrs. and Over	Employed		Unemployed
				Permanent	Temporary	
Ak-Chin	248	125	66	52	14	0
Camp Verde	690	507	280	25	29	226
Cocopah	101	56	21	3	10	8
Colorado River	1,730	1,013	594	403	93	98
Fort Apache	6,230	3,200	1,790	698	90	1,002
Fort McDowell	335	155	82	62	18	2
Fort Mohave*	336	163	80	54	8	18
Gila River	7,992	4,156	2,126	1,248	500	378
Havasupai	370	215	97	36	22	39
Hopi	6,144	3,469	1,855	597	375	883
Hualapai	1,033	643	394	92	120	182
Kaibab	138	93	48	18	8	22
Navajo**	127,054	68,194	39,363	11,941	10,513	16,909
Papago — Gila Bend	446	253	178	96	40	42
San Xavier	2,090	1,166	816	443	186	187
Sells	7,218	4,339	3,039	1,649	693	697
Salt River	2,345	1,145	595	270	240	85
San Carlos	4,709	2,247	1,072	485	173	414
Yavapai-Prescott	90	55	44	12	4	28

Source: Bureau of Indian Affairs.
*Most of the Fort Mohave population lives on the California side of the reservation.
**These figures are for the entire Navajo Reservation, i.e., Navajos in Arizona, New Mexico, and Utah.

ARIZONA TRIBAL ENTERPRISES

Tribal Enterprise	Year Enterprise Started	No. Jobs Held By Indians Jan. 1970
Ak-Chin Indian Community		
Ak-Chin Farms Enterprise	1962	85
Colorado River Indian Tribes		
Blue Water Marine Park	1964	2
White Mountain Apache Tribe		
Fort Apache Timber Company	1961	120
White Mountain Recreation Enterprise	1954	17
White Mountain Tribal Herd	1945	15
White Mountain Apache Enterprise	1968	100
Gila River Tribe (Gila River Indian Community)		
Gila River Farms	1951	90 + 100 seasonal employees
Havasupai Tribe		
Havasupai Trading Co.	1943	4
Tourist Enterprise	1945	5
Hopi Tribe		
Hopi Trailer Court	1965	1
Hualapai Tribe		
Hualapai Trading Company	1944	8
Hualapai Tribal Herd	1944	7
Navajo Tribe		
Navajo Forest Products Industry (located in New Mexico adjacent to state border line)	1962	510
Navajo Tribal Utility Authority	1966	161
Window Rock Lodge	1949	17
Navajo Arts and Crafts Guild	1963	25
Salt River Tribe		
Sanitary Land Fill	1966	6
Domestic Water	1965	5
Recreation	1964	4
San Carlos Apache Tribe		
Bylas Trading Enterprise	1952	8
San Carlos Trading Enterprise	1949	46
San Carlos Livestock Enterprise	1965	26
Recreational Development Enterprise	1968	11

Source: Bureau of Indian Affairs.

TRIBAL ENTERPRISES

Tribal enterprises are businesses and industries owned and operated by Indian tribes. Above is a list of such enterprises in Arizona.

OTHER RESERVATION EMPLOYMENT

The table on page 9 is repeated from last year's report since no new survey figures were compiled since that time.

RESERVATION EMPLOYMENT

As of March 1969

Reservation	Number on Reservation in Tribal Enterprises	Number on Reservation in B.I.A.	In Other State or Federal Agencies	Other Industries
TOTAL	2,507	2,850*	4,453	3,774
Camp Verde	0	0	0	0
Cocopah	0	0	0	0
Colorado River	35	80	33	50
Fort Apache	300	100	54	50
Fort McDowell	6	0	0	12
Gila River	275+	55	50	50
Havasupai	8	5	2	0
Hopi	23	126	70	110
Hualapai	10	12	2	1
Kaibab	4	0	0	0
Maricopa-Ak Chin	40	0	5	0
Navajo	1,600	2,333*	4,028	3,431
Papago	40	100	116	25
Salt River	55	10	1	5
San Carlos Apache	111	29	92	40
Yavapai	0	0	0	0

Source: Arizona Commission of Indian Affairs' survey of tribal chairmen.
*Figures include Navajos in Utah, New Mexico, and Arizona.

C. Economic Developments on Reservations

Since a greater percentage of Indians than non-Indians is unemployed or underemployed, an important service to Indian peoples is to help provide them with economic developments that will provide employment opportunities, especially on reservations where such developments of ample magnitude have been slow to materialize in the past. In recent years three federal agencies have focused a great deal of attention on promoting economic developments on or near reservations. Although these agencies do not provide direct manpower services to Arizona Indians, they have helped to create employment opportunities for these people through encouraging and assisting the development of businesses on reservations, which in turn create jobs.

BIA: INDUSTRIAL DEVELOPMENT BRANCH

To provide job opportunities for those Indians who do not wish to leave the reservation areas, the Industrial Development Branch of the Bureau of Indian Affairs (BIA) encourages the location of industries on or near reservations. To accomplish this, it cooperates with private enterprises and civic bodies, as well as with federal, state, and tribal agencies. It has helped to provide many jobs for Arizona Indians through its assistance in creating local Indian industrial development corporations, and in fostering other businesses in the reservation areas.

Thirty-six years ago, federal legislation was enacted (1934 Indian Reorganization Act) establishing the Indians' right of self-government through their tribal councils and reorganizing the Bureau of Indian Affairs as a counselor and provider of technical assistance and as a trustee of Indian land. The legislation also made it possible for tribes to enter directly into business dealings with non-Indians concerning the use of their lands with the Bureau of Indian Affairs acting as "umpire." Supporters of this arrangement, who envisioned Indians signing leases with industrial leaders and predicted industrial complexes stretching over Indian reservations, saw only a few of these visions come to pass during the first 30 years following the legislation. This was due primarily to two factors: the geographic isolation of the reservations and the Indian's unsophisticated business knowledge.

The advantages a business or industry could gain by locating on Indian land, low-cost land leases and real estate tax breaks, did not attract industry to reservations because these advantages were offset by other factors. The Indians could not compete successfully with more professionally organized development boards promoting non-Indian lands which could offer the type of help that businessmen seeking new plant sites need. Thus few industrial developments sprang up and the jobs which Indians so desperately needed amounted to a trifling number.

A breakthrough came in August of 1965 for those wishing to bring about industrial development on Indian reservations with the passage of the Economic Development Act (EDA), an anti-poverty measure administered by the Department of Commerce and designed to help communities, areas, and regions in the United States which were chronically impoverished, by stimulating economic activity. All of the Indian reservations in Arizona could be classified as depressed areas under EDA's definition; thus, funds became available in 1965 to encourage and bring about economic development on reservations.

The Industrial Development Branch of the BIA, which was created to encourage and aid tribal endeavor to attract industrial and other business enterprise to reservation localities, was quick to seize on the opportunity that EDA funds would provide Arizona Indians. Because only public or private nonprofit agencies in economically depressed areas could apply for EDA monies, it began to encourage Indian development corporations even before EDA was enacted. In July of 1965, with the assistance of BIA's Industrial Development Branch, the first Indian industrial development corporation in Arizona, the San Carlos Apache - Globe Development Corporation, was formed. Subsequently, eight other Indian development corporations were created: Fort Apache (operating on the Fort Apache Indian Reservation); Pima-Coolidge (Gila River Reservation); San-Tan (Gila River); Lone Butte (which associates Chandler with the Gila River Reservation); and more recently Papago-Tucson (San Xavier), Salt River Pima-Maricopa (Salt River Reservation), Fort Mohave-Needles (Fort Mohave Reservation), and Parker Area Resources Development (Colorado River).

These corporations are state-chartered, nonprofit organizations which have boards of directors composed of Indians and non-Indians. The Indians on a board of directors are residents of the reservation on which the corporation operates. The non-Indian members, experienced in business, live in areas adjacent to the reservation (e.g., Globe vis-a-vis the San Carlos Reservation). These joint venture corporations are, in most instances, in complete charge of industrial park development and subleasing in their respective areas. An Indian development corporation operates by leasing Indian land for a nominal amount from a reservation (e.g., $100 for a 50-acre site on a renewable 25-year lease on the San Carlos Reservation) and then, in turn, subleasing individual sites to industry with a high percentage of income from the lease, approximately 90%, going to the tribe owning the land. The other 10% of the income from the subleases offsets the development corporation's expenses. Through the various titles of the

Economic Development Act of 1965 and with the participation of the banking community, 100% financing for industrial site preparation is available. Federal financing obtained by these corporations for reservation industrial park development includes not only construction costs, but fees for legal, engineering, and interim financing needs. Site preparation includes everything from leveling to landscaping. A total of over seven million dollars in all categories of financing has been obtained thus far for these various projects and their business tenants. An additional seven million dollars has been made available to Indian reservations for other types of economic development.

By using the funds made available by EDA, these non-profit development corporations made up of Indians and non-Indians can offer interested industry and businessmen attractive plant sites on Indian lands. Through a combination of funding (e.g., EDA, SBA, and private sources), industrial and commercial prospects locating in the park have access to very attractive business loans for building and equipment needs and, in some instances, working capital. The prospects for accelerating industrial development on Indian reservations now look very encouraging.

ECONOMIC DEVELOPMENT ADMINISTRATION

Another agency that recognized the severe problems of Indian reservations in entering the mainstream of the American economy is the Economic Development Administration (EDA) of the U. S. Department of Commerce. Thus in 1967 EDA set up its Indian Desk in the Office of Policy Coordination to work with the tribes and help administer funds approved for Indian projects. Since some of the members of the staff are Indians, they are well aware of reservations' needs, such as modern health, educational, social, and recreational facilities, as well as meaningful jobs for Indians, if they are to be self-sustaining.

The Indian Desk also works closely with other agencies—federal, state, and local—as well as private industry, in order to coordinate economic development activities on reservations. It is EDA's policy in the Indian assistance program to concentrate its efforts and funds on selected reservations for extensive growth programs, rather than spreading its resources thinly over all reservations. Since Arizona has more Indians than any other state, its reservations have received considerable assistance from EDA.

The following table shows EDA funding from 1966 through September of 1969 for assistance in a variety of projects, such as a rehabilitation center, industrial parks, vocational, community, and tourist facilities, sewer treatment plants and extensions, bridges, recreational facilities.

SUMMARY OF EDA APPROVED PROJECTS

Indian Reservation	Grants	Public Works Suplmt.	Loan	Business Loans	Planning Grants	Tech. Asst.
Colorado River	$ 440,000	$ 298,000	$ 81,000			
Fort Apache	1,317,000	790,000	121,000	$ 104,000		$170,000
Gila River	2,321,000	1,393,000	650,000	916,000		30,000
Havasupai	44,000	31,000				
Hopi	364,000	218,000				
Hualapai	439,000	276,000				
Navajo	1,458,000	138,000	817,000		$75,000	70,000
Papago	210,000	125,000	43,000	1,203,000		
Salt River	79,000	47,000	31,000			22,000
San Carlos	799,000	480,000	266,000			29,000
Also, there were two Indian organizations receiving funds, as follows:						
Indian Tribes of Arizona						$ 10,000
Indian Development District of Arizona						189,000

Source: EDA Directory of Approved Projects, as of September 30, 1969, a U. S. Department of Commerce publication.

SMALL BUSINESS ADMINISTRATION

Another agency of the federal government that helps make sound business opportunities available to individuals is the Small Business Administration (SBA). In recent years, SBA has made a number of small business loans to Indians in Arizona, most of them for on-reservation enterprises. Such loans for Indians received even more emphasis when, in May of 1969, the SBA started its Operation BUSINESS MAINSTREAM, a bold new innovative program under an Assistant Administrator for Minority Enterprise. Operation BUSINESS MAINSTREAM brings all of SBA's programs and services together in a coordinated effort to make sound business opportunities available to minority individuals.

Up to the early part of 1970, SBA had made 26 small business loans for Indian enterprises in Arizona, amounting to over $400,000 and providing employment for 78 Indians. Following are the details (the loans were for businesses on reservations unless otherwise specified):

Tribe	No. of Loans	No. Indians Employed	Amt. of Loans
Hopi	4 (1 off-res.)	8	$114,890
Navajo	19 (1 off-res.)	66	$258,190
Paiute	1 (off-res.)	1	$ 12,000
Pima	2 (1 off-res.)	3	$ 15,738

In all of its Minority Enterprise activities, the SBA works closely with other government agencies at all levels, trade associations, larger businesses, franchisors, and with local civic and business organizations.

Other Agencies

Two other organizations involved with planning and assisting in economic developments affecting reservations are the Four Corners Regional Commission and the Arizona State Department of Economic Planning and Development.

The Four Corners Regional Commission was formally organized in September of 1967. It represents a new approach to economic development, recognizing that many economic problems transcend state and local boundaries and can best be dealt with on a regional basis. The Commission is designed to spur the economic growth of a 92-county area of Arizona, Utah, New Mexico, and Colorado. The Commission's job is to inventory the resources of the region, analyze its problems, establish economic goals, and propose a plan for achieving those goals.

The following counties in Arizona are involved: Apache, Coconino, Gila, Graham, Greenlee, Mohave, Navajo, Pinal, and Yavapai.

The Arizona Department of Economic Planning and Development began in July of 1968. The Planning Division of this department is charged with the responsibility for economic planning and research and for scientific and technological planning. The directions of the Planning Division are parallel to the broad goals of the Four Corners Regional Commission and will lead to the refinement of an Overall Economic Development Plan for the State of Arizona, which of course will affect the Indian reservations.

Another organization, the Indian Development District of Arizona, was started in 1967 for the basic purpose of aiding and facilitating sound economic planning for development on the member reservations in conjunction with non-Indian areas around them. (See Section IV. E. for a description of this organization.)

Business developments on Arizona reservations now include manufacturers of clothing, large metal shipping containers, pyrotechnics, electronics components, styrofoam containers, furniture products, including aluminum outdoor furniture; mining developments; prefabricated housing operations; various retail firms; a number of motels, restaurants, and other tourist and recreational facilities; plus service stations, a laundry, and a landscaping company. A number of other tourist and recreational facilities are planned or being constructed at the present time.

Roads and water and sewage systems are being developed, and more projects have been funded or planned, including medical and nursing home facilities.

D. The Indian's Status in the Arizona Job Market

There is little doubt that Indian unemployment is far higher, and the median income lower, than that of any other significant ethnic group in the State. The causes of unemployment and low in-

come level among Arizona's Indians are many and are, in turn, problems in themselves. Below is an enumeration of some of these underlying problems.

ISOLATION

Arizona's Indians are isolated from the mainstream of economic activity in the State by reason of the physical separation of their reservations. Communication and transportation facilities on the reservations, although improving, do not approach the facilities in the rest of the State. Much of the Indian reservation terrain is beautiful—often spectacular—but the mountains, canyons, and forests do not lend themselves to the building of roads and communications lines. The sparseness of Indian population over large areas of land also contributes to transportation and communication problems on the reservations.

EDUCATION

Nationwide, "ten percent of American Indians over age 14 have had no schooling at all, (and) nearly 60 percent have less than an eighth grade education."[1] Current estimates of the median grade level of education attained by people 25 and over place that of Arizona's Indians at considerably less than that of the State as a whole.

The level of education among the Indians varies widely. Offsetting the relatively few who have more than a high school education are the greater numbers with no formal training whatsoever.

Many Indians, with their level of educational attainment, are ill-prepared to qualify for any but the unskilled or lower-paying semiskilled jobs and often cannot even qualify for most kinds of job training.

LANGUAGE

English is not the primary language of any major reservation tribe in Arizona. Among the Indians who have little or no formal education, the knowledge of English is at best rudimentary.

CULTURAL FACTORS

Tribal cultural patterns are a most important factor acting as a barrier to the employment of Indians. Growing up as a member of a tribe, an Indian learns to speak and think in a particular Indian dialect and acquires culturally prescribed behavior patterns that are not only different but in many instances diametrically opposed to those behavior patterns that are taught and encouraged in the dominant American culture. These behavior patterns, which include values and attitudes, become deeply ingrained and are very difficult to change. Many of the behavior patterns actually prevent the unacculturated Indian from competing successfully for jobs with the "white man" in the white man's labor market. Some of these behavior patterns are the following:

1. Many Indians tend not to think in terms of abstract goals such as prestige and personal advancement. They tend to think in concrete terms and usually have no interest in accumulating personal assets beyond their everyday needs—food, shelter, and clothing.
2. In his culture the Indian has no tradition of employment, i.e., one person working for another on a compensated basis. The majority traditionally have lived on a day-to-day basis and possess only rudimentary hunting, pastoral, or agricultural skills. When they were moved onto reservations, for many years they held the status of wards of the U. S. Government and were not encouraged to acquire job skills. Living on isolated reservations, the Indian had no alternative but to follow the ways of his ancestors. Indian children who learn the attitudes, values, customs, and behavior patterns of their parents are not oriented to the world of work as are the children of the dominant culture.
3. Many Indians do not conceive of time the way the white man does. They have only a vague orientation to time and consequently find it difficult to adjust to the white man's rigid time schedules.
4. Many Indians have no motivation to accumulate money because assets customarily must be shared with relatives.
5. The white man's standards of etiquette and interaction are quite different than those of the Indian; for example, some Indians consider it impolite to look at people—they consequently avoid eye-to-eye contact; white people will volunteer information—the Indian has to be asked specific questions; the Indian rarely gives intense positive or negative responses—his verbal responses often seem superficial. Needless to say, these differences in etiquette,

[1] **The American Indian — Message from the President of the United States,** March 6, 1968, House of Representatives Document No. 272.

not to mention differences in holidays, religion, and family structure, cause many problems and misunderstandings between the Indian and the white man.

These are generalizations of the American Indian, and, of course, there are many individual cases that would vary greatly.

TERRAIN

Reservation Indians have plenty of land, and much of it is spectacular. "Navajoland" and "Apacheland" are publicized as tourist attractions, and Indian tribes do derive income from the tourist trade. They derive further income from the timberlands, such as those on parts of the Navajo Reservation and on the Fort Apache and San Carlos reservations. Yet the unfortunate fact remains that much of Indian reservation land is unproductive.

Raising livestock and growing crops on the desert, or in the mountains and canyons, is quite often difficult. Where the soil and precipitation permit, agricultural pursuits are followed, but there is more barren than fertile land on the reservations, and the fertile land is susceptible to drought.

INFORMATION

More accurate knowledge of the actual and potential Indian labor force is needed in order to pinpoint the areas of greatest need and to more effectively plan and carry out manpower services to Indians.

From time to time, at the request of local communities, area resource studies are prepared by the Manpower Research and Analysis Section of the Arizona State Employment Service. These studies give comprehensive data on the areas surveyed, and some of them include information on Indians in or near the communities. The following area studies include such information:

Area Resource Study	Publication Date
Coolidge-Florence	1968
Flagstaff	1969
Gila Bend	1969
Parker	1968
Prescott	1968
Winslow	1970
Yuma	1969

Indians need information also. Many Indians, particularly the inhabitants of the more isolated portions of the reservations, are not aware of services and programs that may be available to them.

Indians need vocational orientation. The world of work off the reservation, other than seasonal farm labor, is an unknown factor to most reservation Indians. Orientation in the schools is especially needed to help motivate and direct Indian youth toward preparation for earning an income.

OUTREACH

Indians working on Indian Community Action Projects in the State report that it is not sufficient simply to advise tribal leaders by letter of the available manpower services. The Indians in many areas are reluctant to take the initiative in applying for available aid. They may be embarrassed about their ignorance of how to apply; they may lack basic things such as paper and writing implements; or they may not be able to read and write. These same people will, however, readily respond to the initiative taken by representatives of an agency such as the Employment Service to go to them and assist them in obtaining services designed to help them economically.

Although the Indian's status in the Arizona job market has been a disadvantaged and unfortunate one, there are hopeful signs that it will continue to improve. Tribal organizations are taking a more active part in the further development of Indian lands, and more industry is being attracted to reservations.

The education of Indian youth is receiving new attention. The first reservation kindergarten opened in September 1968 at Sacaton. More Indian children are now attending schools, and the quality of this education is improving. Also, throughout the country, the number of Indians attending college has grown. "In 1968, over 4,400 Indians were enrolled in universities and colleges, compared with less than 2,000 a decade ago."[2]

Although unemployment rates on reservations are high now, much higher than the national unemployment rate, they were even higher a few years ago. Manpower programs have been developed and are continuing to be developed, through various agencies, to help train Indians seeking employment.

[2] **Manpower Report of the President,** January 1969.

III.
ASES SERVICES TO INDIANS

Since before World War II, the Arizona State Employment Service (ASES) has been providing employment and manpower services to Arizona's Indian labor force. These functions include the standard services of placement, testing, counseling, and manpower information.

Over the years, the Employment Service has also instituted specialized services and facilities directly aimed at meeting the specific problems faced by Indians in seeking employment and a higher level of income. Included in these services are Indian branch offices of the ASES, special communications systems, an Indian job development program, and manpower resources development programs.

A. Indian Branch Offices

In 1955, the ASES extended its services and assumed major responsibility for placement of Indians, whether on or off the reservations, and whether for temporary or permanent agricultural or nonagricultural employment. Funds have been provided for the establishment and operation of ten full-time branch offices serving Arizona Indians. Five of these were established in 1952 on the Navajo-Hopi reservations at Tuba City, Kayenta, Oraibi, Chinle, and Ganado. In 1955, a full-time branch office was established at San Carlos to serve the San Carlos Reservation. The office at Oraibi was moved to Keams Canyon in 1961. Window Rock has been served on an itinerant basis since 1963, and in January 1968, it was established as a full-time branch office, as were Sells on the Papago Reservation and Sacaton on the Gila River Reservation. Each of the offices is staffed by at least one trained Indian interviewer-interpreter, and several of the offices have two.

The local offices having branch offices on reservations are the following:

Local Office	Branch Office	Staff
Casa Grande	Sacaton	1
Flagstaff	Kayenta	2
	Tuba City	1
Globe	San Carlos	1
	Whiteriver	2
Tucson	Sells	1
Winslow	Chinle	2
	Ganado	1
	Keams Canyon	1
	Window Rock	2

On April 20, 1966, the Arizona, New Mexico, and Utah employment services, the Navajo Tribal Council, the Bureau of Indian Affairs, and the United States Public Health Service signed a tri-state "Agreement to Improve Manpower Services to the Navajo Tribe." The purpose of the Agreement is to establish, through the cooperation of the six participating agencies more efficient procedures for recruiting and placing the Navajo Indians in the three states. The Agreement lists the responsibilities of each agency and the recruitment and clearance procedures to be followed.

The facilities of the Employment Service are available to all Arizona Indians regardless of whether they reside on or off the reservation, and whether they are applicants seeking employment or employers seeking workers. Itinerant service is provided to several reservations which do not have permanent branch offices. The facilities offer services which include job placement, counseling, testing, labor market information, community relations, manpower training, and selective place-

ment services to veterans, handicapped, older workers, youths, and women.

COMMUNICATIONS LINK

To facilitate communications on the Navajo, Hopi, and Fort Apache reservations, a ground radio communications system was installed in 1955. Under this system, transceivers are mounted in Agency-owned vehicles operated on the reservations, with a stationary transmitter and receiver with antenna at Flagstaff and a transceiver at the Winslow office. The vehicle transceivers are portable, allowing for the interviewer-interpreters to be contacted when traveling in their vehicles or when at home after working hours.

The vehicles are also equipped with public address systems. The value of this communications system is especially evident during the time of forest fires. Fire-fighting crews can be recruited and dispatched minutes after the call has been received at the Flagstaff or Winslow office.

JOB DEVELOPMENT

Whether living on or off a reservation, the Indian has his own particular employment problems. Applications are taken on all Indians available for work, but often, due to insufficient educational and employment background, special effort is necessary in order to develop job opportunities.

Job opportunities development for Indians on and off reservations is a process which requires a number of steps. Participation with tribal and reservation officials to attract new industries and new jobs is a continual activity in the total program. Through personal employer visits and telephone contacts, efforts are made to obtain job openings for Indian workers and to promote the Indian as a productive manpower resource.

The media of radio, television, and newspapers are utilized to express to employers and to the public the employment needs of Indians and to communicate to the Indian workers the availability of job opportunities. Several radio stations throughout the State broadcast programs in native Indian dialects, and Employment Service jobcasts are made on a regular basis to their Indian audiences. This method has proven to be very effective in worker recruitment programs for both agricultural and nonagricultural employment.

B. Applications

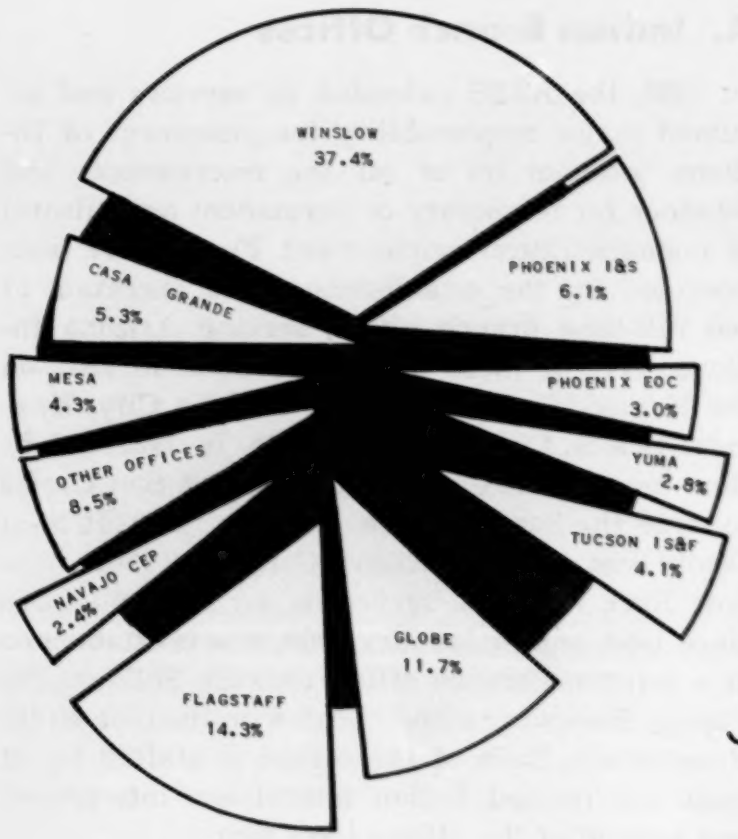
The number of new Indian applications and the Indian applications on active files with Arizona State Employment Service were greater in 1969 than in any previous year.

NEW APPLICATIONS

In 1969, a total of 9,996 Indians registered for the first time with the ASES, an increase of 1,358 over last year. Over a third of these new applicants registered at Winslow and its branch offices serving the Hopi and Navajo reservations, while 1,430 went to Flagstaff and its branches on the Navajo Reservation, and 1,166 went to Globe and its branches on the Fort Apache and San Carlos reservations. The Phoenix offices had 1,270 new Indian applicants, the Tucson offices had 653, with 534 at Casa Grande, 493 at Mesa, and 283 at Yuma.

New applicants in all Arizona placement offices averaged 832 a month in 1969, compared to 720 a month last year. Registrations were the highest in June with 1,830, attributable to the many Indian students entering the job market at the beginning of school vacation.

NEW APPLICATIONS



ACTIVE APPLICATIONS

Indian applications on the active files in all ASES local offices averaged 2,960 a month in 1969; this is 609 more than the monthly average in 1968. The active files at Winslow and its branch offices showed a monthly average of 834 Indian applicants, Globe and its branches had 501, Flagstaff and its branches had 603, and the Phoenix Industrial and Service Office averaged 291.

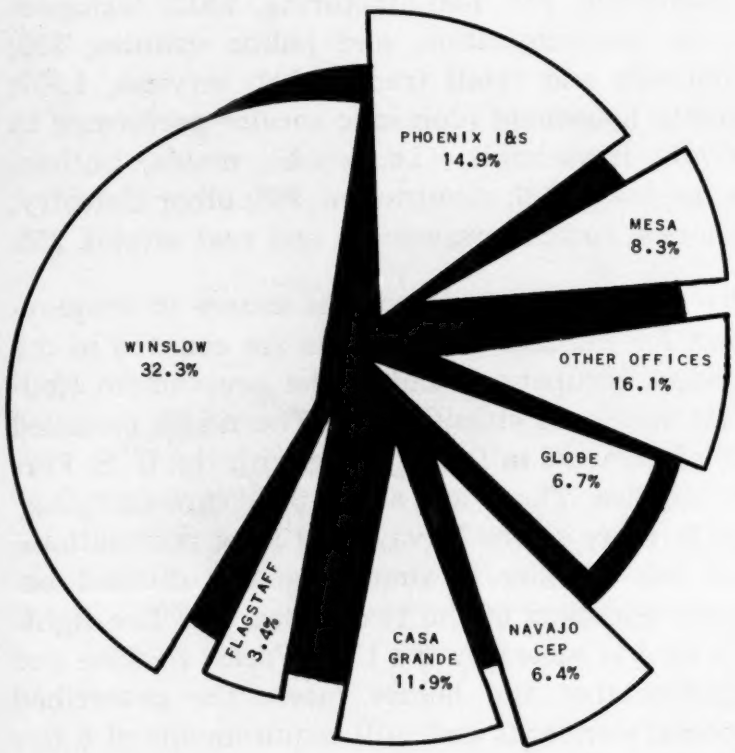
C. Services

There were more tests administered and more counseling interviews conducted for Indians by ASES offices in 1969 than in 1968.

TESTING

The State Employment Service offices administered 2,208 aptitude and proficiency tests to Indians in 1969, up 240 from last year.

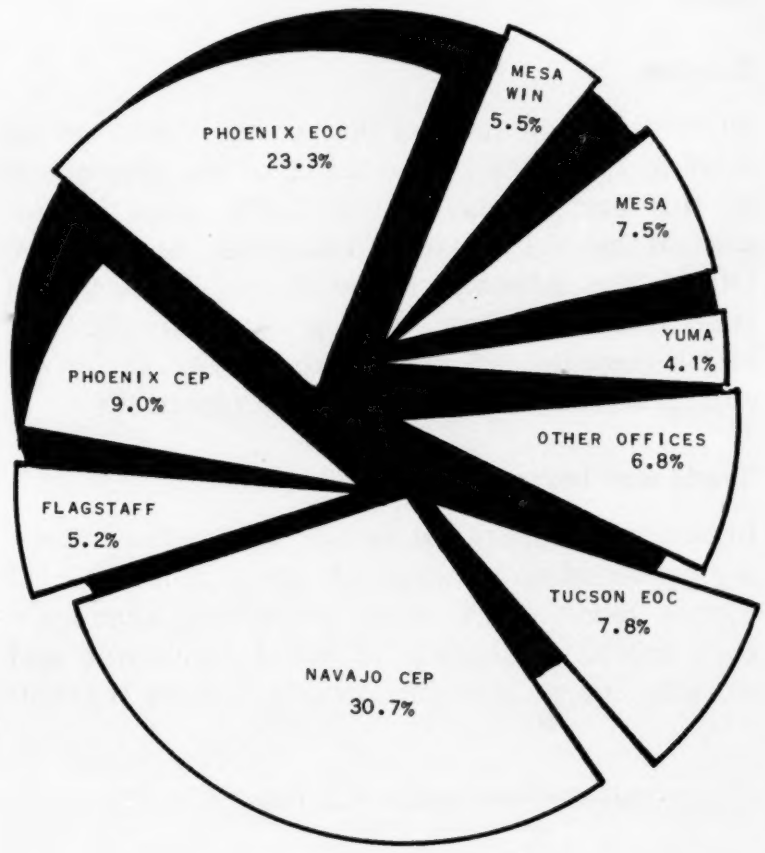
TOTAL TESTS



COUNSELING

ASES counselors conducted a total of 677 counseling interviews with Indians during the year.

COUNSELING INTERVIEWS



D. Placements

The ASES referred 25,449 Indians to different jobs in 1969, resulting in 20,412 placements. Total placements were 2,911 less than last year—almost entirely due to the decrease in agricultural placements.

NONAGRICULTURAL PLACEMENTS

Placements of Indians in nonagricultural jobs totaled 13,686 in 1969. The Phoenix Industrial and Service Office, largely through the efforts of its Indian Placement Unit, accounted for 8,026 of these placements, or 59% of the total. The offices

serving the Hopi and Navajo reservations in Northern Arizona placed Indians on 1,983 jobs. Referrals by Tucson offices culminated in 1,198 placements.

Professional, Sales, and Clerical

In 1969 placements in professional, sales, and clerical occupations totaled 431. The Flagstaff, Globe, and Winslow offices placed over two-thirds of these.

Service

Placements in the service occupations totaled 5,198 in 1969. Nearly two-thirds of the placements in this occupational group, 3,280, were accomplished by the Phoenix Industrial and Service Office. The offices of Flagstaff and Winslow and their branch offices serving the Navajos and Hopis recorded 495 placements in the service occupations, and the Tucson offices placed 900.

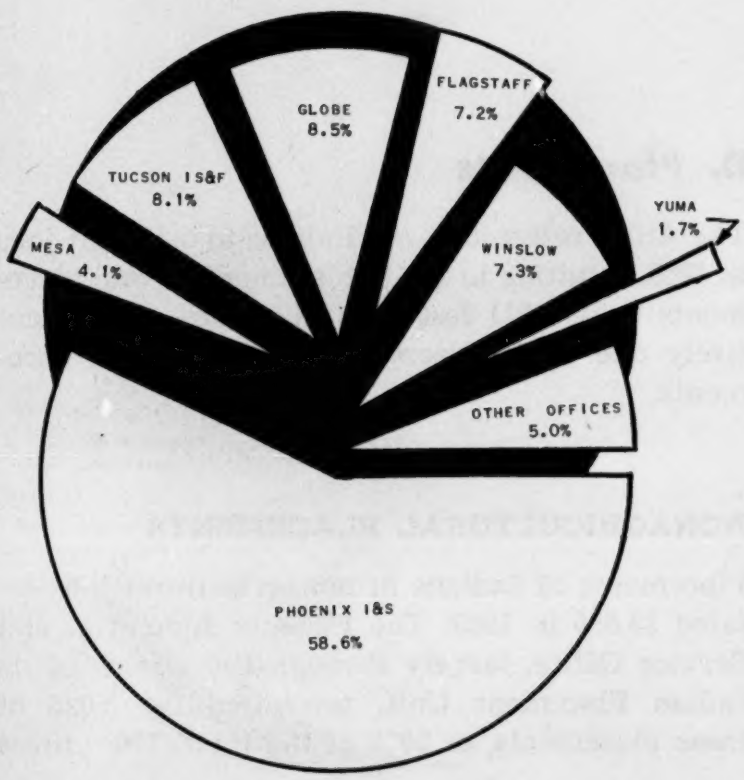
Trade and Industrial

Industrial occupational categories are the following: processing occupations (e.g., processing of metals, foods, paper, wood, petroleum, chemicals, etc.); machine trades (e.g., metal machining and working, paper working, printing, wood machining, textile occupations, etc.); bench work occupations (e.g., fabrication, assembly and repair of scientific apparatus, electrical equipment, plastics, wood products, etc.); structural work occupations (e.g., welding, painting, plastering, excavating, paving, construction occupations, etc.); and miscellaneous occupations (e.g., motor freight, transportation, packaging and materials handling, mineral extraction, logging, utilities, amusement and recreation occupations).

One hundred eight Indians were placed in processing occupations, 192 in the machine trades and 356 in bench work occupations in 1969. Referral activities resulted in 1,714 placements of Indians in structural work for the year. The Phoenix Industrial and Service Office placed over half of this total. The placements ranged from skilled to unskilled occupations in all phases of the construction industry.

During the year, 4,652 job openings in miscellaneous occupations were filled by Indians, again the majority from the Phoenix Industrial and Service Office. The principal miscellaneous occupations in which Indians were placed consisted of materials handler, truck driver, service station attendant, loader and unloader, and delivery man.

NONAGRICULTURAL PLACEMENTS
BY LOCAL OFFICE

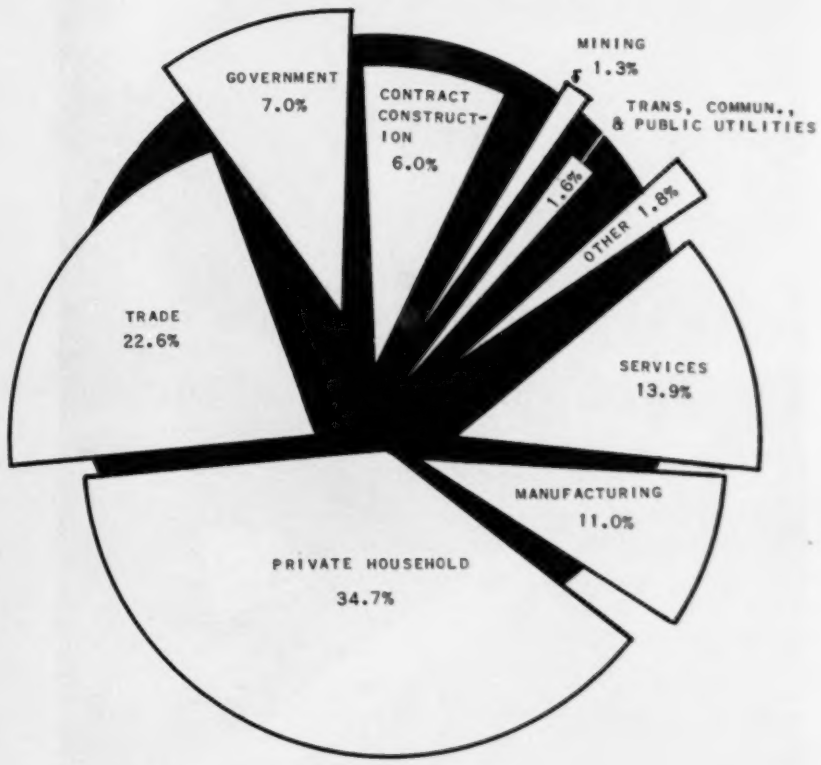


Industrial Classifications

Placements by major industrial classification in 1969 are divided as follows: mining, 179; contract construction, 815; manufacturing, 1,512; transportation, communication, and public utilities, 222; wholesale and retail trade, 3,092; services, 1,907; private household (domestic service performed in private households — i.e., cooks, maids, butlers, gardeners), 4,746; government, 960; other (forestry, fisheries, finance, insurance, and real estate), 253.

Fire fighting is an important source of employment for Indians. Fire fighters are counted in the services occupations and in the government (federal) industrial classification. The ASES recorded 436 placements in fire fighting with the U. S. Forest Service. There are about 500 "card-carrying" fire fighters on the Navajo and Hopi reservations, and this number is almost equally divided between members of the two tribes. The fire fighter's card is issued by the U. S. Forest Service and signifies that the holder meets the prescribed medical standards and skill requirements of a fire fighter.

NONAGRICULTURAL PLACEMENTS
BY INDUSTRIAL CLASSIFICATION



There were 69 Indians placed as movie extras in 1969. These are counted under the professional, technical, and managerial occupational categories and under the services industry classification.

AGRICULTURAL PLACEMENTS

Indians were placed on 6,726 agricultural jobs through the ASES in 1969, down 2,907 from last year. Agricultural placements of Indians have shown a declining trend over the past few years, from a high in 1962 of 19,250 to a low of 6,726 in 1969 (see Table VI in the Appendix). This declining trend follows the national pattern in agricultural placements. Also, improved worker retention practices have reduced turnover, and the fact that housing for seasonal farm workers has been required to meet more stringent standards may also be a factor causing a decline in agricultural placements. Housing in Arizona must be approved by the ASES before clearance orders are accepted for placements. With better housing, Indians would tend to stay at a particular farm longer.

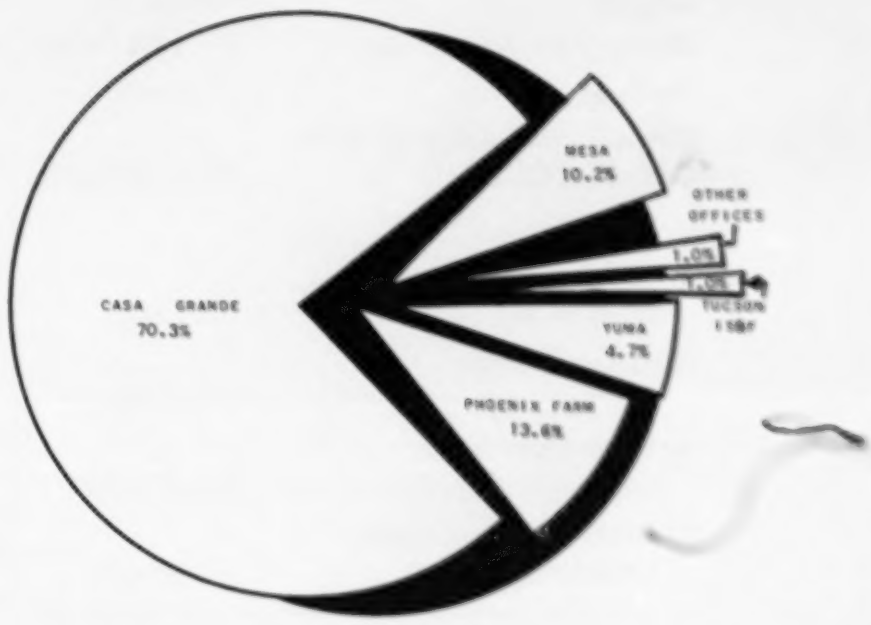
Some recruiting, although not as extensive as in the past, by the Agency interviewer-interpreters on the Hopi, Navajo, and Papago reservations helped fill growers' needs at peak harvest times in off-reservation areas of the State. Many Navajo Indians were also recruited for preharvest and harvesting occupations in neighboring states. However, the requests for such workers are declining because of mechanization and improvements in technology.

Casa Grande placed Indians on 4,728 agricultural jobs in 1969. The greatest numbers were employed between September and December and March through May in lettuce preharvest and harvest operations. Papagos, Maricopas, and Pimas from reservations in this area were placed throughout the year in irrigation work and in general farm work. Most of these Indians own and cultivate small plots of land and so have harvesting and irrigating skills to offer their employers.

Indians were placed on 316 farm jobs by the Yuma local office, mostly for the winter lettuce preharvest and harvest work.

Indians in Maricopa County are recruited from the Gila River, Salt River, and Fort McDowell reservations and from the many off-reservation Indians that reside in the Phoenix area. The Phoenix Farm Office had 914 Indian placements in agricultural employment, and the Mesa Farm Office accounted for 683. These placements were year-round in preharvest operations of most major crops in the county, but especially in lettuce preharvest and harvest activities, and in green onions harvest.

AGRICULTURAL PLACEMENTS
BY LOCAL OFFICE



E. Human Resource Development

The development of employability among Indian workers to improve their competitiveness in the job market is an expanding program of service provided by the Arizona State Employment Service, as well as by other agencies. The Manpower Development and Training Act (MDTA), and the training programs it can provide, is the primary vehicle utilized by the Employment Service for job skill development of Indian manpower resources. As needs are identified, programs are developed that teach usable and competitive job skills, as well as provide educational upgrading and other prevocational preparation essential for learning and using the job skills.

Besides identifying training needs and developing training programs with the State Department of Vocational Education and the Bureau of Apprenticeship and Training, the ASES also recruits, selects, and refers Indian workers to training, provides supportive counseling services during training, and assists the Indian trainee to secure employment after training.

There are two kinds of MDTA projects, institutional and on-the-job (OJT) training. In 1969 the following MDTA projects were sponsored for Indians.

Preparing for mobile home installation

INDIAN MDTA PROJECTS IN 1969

Occupation (s)	Training Location	Trainee Openings	Enrollments	Discontinuances	Completions	Training Period
Institutional						
Logger	Winslow	20	13	2	11	5/69-8/69
Electronics Assembler	Fort Defiance	98	98	22	71	12/69-7/70
Various	Statewide	224	70	2	19	10/69-4/71
Clerk-Typist, Stenographer Navajo CEP	Fort Defiance	30	21	5	0	1/69-12/69
OJT						
Structural Steel Worker Apprenticeship	Winslow	50	16	16	0	8/68-7/69
Structural Steel Worker Apprenticeship	Statewide	50	28	1	0	9/69-8/70
Arizona Operating Engineers Apprenticeship	San Carlos	35	33	8	25	7/68-8/69
Western Apprenticeship Association	Statewide	100	59	20	39	12/67-3/69

There was a total of 295 Indians who entered MDTA programs in Fiscal Year 1970, a number of them referred to other programs on an individual basis.

The ASES also worked closely with the Bureau of Apprenticeship and Training, Indian reservation officials, Bureau of Indian Affairs staff, and employers to promote apprenticeship opportunities for qualified Indians both on and off reservations. The Agency continued to advise Indian youths of apprenticeship training available and referred interested youths to the appropriate apprenticeship committees.

Another significant manpower resource development activity is the technical assistance provided to educators in identifying and promoting vocational education programs in public schools that serve Indian reservations and Indian youths. Through employment counseling services, Indians are also encouraged to prepare for employment by taking training in needed job skills through the variety of training sources available to them. In attempting to increase the employability of Indian youth, the Employment Service also referred a number of them to Job Corps training centers and Neighborhood Youth Corps openings.

In early 1969, the Employment Service became the sponsor of the Work Incentive Program (WIN) on the San Carlos and Gila River reservations. A WIN program is also planned for the Navajo Reservation.

NAVAJO CEP

A contract between the Office of Navajo Economic Opportunity (ONEO) and the ASES was signed in 1968 for the purpose of establishing a Concentrated Employment Program (CEP) on the Navajo Reservation. In mid-December, the Navajo CEP Center was established at Steamboat Canyon, and took in the first enrollees. The center was started by the Steamboat Chapter at an abandoned Bureau of Indian Affairs boarding school. In early 1970 the Navajo CEP Center moved to Gallup, New Mexico.

Plans include providing outreach, recruitment, job development, and coaching at Kayenta, Tuba City, Chinle, Page and the Window Rock-Fort Defiance area. However, these are not fixed locations. Through labor supply and demand surveys, new locations may be found. People at Steamboat were housed and boarded at the facility, as those will be who are going into the program at Gallup.

All members of the ASES Navajo CEP staff are Navajos, including the manager. The basic purpose of Navajo CEP is to reduce unemployment and underemployment among a portion of the residents of this reservation. To accomplish this purpose, three major objectives have been determined as the most appropriate:

1. Coordinating the public and private resources available to the Navajo Reservation population into a program which results in substantial job opportunities for the nonemployed residents of the reservation.
2. Developing programs which seek to overcome factors limiting employment. Because of lack of transportation for the great distances, the program has concentrated on recruiting where potential enrollees are presently residing in active areas. Also, recruiting emphasis has been given to qualified applicants for training and employability.
3. Integrating the functions and services of existing programs to the end that the Navajo population can be better served by these programs, and coordination and linkage between current programs is improved.

These objectives are being accomplished through an intensive program of basic education where necessary, pre-job orientation, counseling, training, retraining, job development, follow-up after placement, labor supply and demand surveys, and placement assistance for 250 residents of the Arizona portion of the reservation.

IV.
OTHER AGENCIES SERVING ARIZONA INDIANS

In addition to the Arizona State Employment Service, there are many organizations, public and private, that offer assistance and services to Arizona Indians, including health, housing, land development, electricity, etc. However, this section will deal mainly with those agencies that provide manpower services or are exclusively for Indians.

A. Arizona Commission of Indian Affairs

The Arizona Commission of Indian Affairs is a State agency which endeavors to improve manpower services to Indians. It was created in 1953 by the Arizona State Legislature primarily to consider and study conditions among Indians residing within the State. Studies are undertaken by the Commission in order to accumulate, compile, and assemble information which can be used by legislators in their investigations of Indian affairs, as well as by other agencies concerned with Indian problems.

The Commission also:

cooperates with all Indian-concerned organizations—local, statewide, and national;

makes possible the contacts between tribal or off-reservation leaders and those organizations and individuals who are interested in helping solve Indian problems;

surveys tribal chairmen to learn their suggestions, and to explain procedures not clearly understood;

visits tribal council members at their meetings to answer any questions and to explain the functions of the Commission;

surveys areas bordering reservations to determine the prevailing climate of cooperation and communications and to find ways of helping the Indian and non-Indian communities get together;

reports information to help the various reservations have a better understanding of each other's progress and problems.

Since October of 1968, the Commission has been sponsoring a new series of inter-agency meetings for studying ways and means of improving services to Indians through the cooperative efforts of these agencies. The meetings include tribal representatives and have, thus far, been on the Navajo Reservation only. However, similar meetings with other tribes are planned.

The Arizona Commission of Indian Affairs cooperates closely with other agencies. Because of the Commission's neutral nature, it coordinates state, federal, county, and tribal efforts in a concentrated attempt to maximize the utilization of the human resources of Arizona Indians.

B. Bureau of Indian Affairs

Under the U.S. Department of the Interior, the Bureau of Indian Affairs (BIA) has long provided a variety of services to Indians. Today, more than half of the BIA's 16,000 employees in the United States have Indian ancestry.

EMPLOYMENT ASSISTANCE BRANCH

The Employment Assistance Branch of the BIA is responsible for providing manpower services to Indians. There are two Employment Assistance branch offices in Arizona, one in the Navajo area and one in the Phoenix area, both providing the following manpower services: direct employment (job placement), vocational guidance and counseling, adult vocational training, on-the-job training, and apprenticeship training. Employment Assistance personnel (many of whom are Indians them-

selves) in the 14 offices throughout the State place Indians in jobs not only in Arizona, but also in other parts of the United States. The offices provide economic assistance for, and pay the traveling expenses of, Indians (and their families) who are placed in jobs outside of Arizona.

In Fiscal Year 1969, the Navajo Area had 495 job placements, with 177 in the Arizona portion of the reservation. During the same period, the Phoenix Area office placed 106 Indians in out-of-state jobs and a total of 531 Indians within the State. Under the President's Youth Opportunity Campaign program a total of 137 Arizona Indian youths were placed on summer jobs in the State.

Besides the placement of jobseekers, the Employment Assistance Branch of the BIA is active in Indian human resource development. The foundation of such activities is Public Law 959, enacted in 1956 and designed mainly to help underemployed and unemployed adult Indians living on or near reservations to obtain reasonable and satisfactory employment through vocational training. The services authorized under the law include vocational counseling and guidance, institutional training in recognized vocations and trades, on-the-job training, and apprenticeship training. This training is provided at accredited trade and vocational schools at locations near the reservations as well as 10 locations throughout the United States.

In Arizona, 50 different training courses are offered to Indians at 30 different facilities. A few of the Adult Vocational Training (AVT) programs are: accountant, automobile body repairman, automobile mechanic, barber, bookkeeper, carpenter, draftsman, dressmaker, stenographer, computer programing, welding, machinist, nursing, medical-dental related courses, electrical and electronic technician, and law enforcement. The majority of Arizona Indians are given institutional training in Phoenix, Oakland, and Los Angeles.

During the 1969 Fiscal Year, a total of 256 Arizona Indians entered Adult Vocational Training through the Phoenix Area office: 96 received training in Arizona and the remainder were trained in centers located outside the State. Also, 149 were placed in on-the-job training projects in Arizona. Twenty-eight people were assisted to become indentured into building construction apprentice programs. The Navajo Area, in the same period, referred 638 Arizona Indians to AVT: 17 Navajos received training in Phoenix and the rest were trained in centers in other states The Navajo Area branch placed 250 Arizona Indians in on-the-job training projects in the Arizona portion of the reservation.

Indians who are unable to pay their own expenses are granted financial assistance for: transportation to place of training and subsistence enroute, maintenance during the course of training, and training and related costs. If a trainee has a family, its members travel with him to the training site and are given subsistence pay also.

The BIA, like the ASES, also refers Indian youth to various Job Corps programs.

C. Chandler Career Center

The Chandler Career Center was created in February 1969 as a facility for training the unemployed and underemployed residents for the jobs becoming available in the Chandler area. The Center is operated under a U.S. Department of Labor MA-JOBS contract awarded to a nonprofit consortium of local businessmen known as Creative Localism Inc. The contract provides for the actual operation of the Center to be performed by General Learning Corporation, the educational affiliate of General Electric Company and Time, Incorporated.

The Center approaches companies for pledges of worthwhile jobs for the hard-core unemployed—mostly Indians, Mexican Americans, and Negroes. The jobs are pledged by socially-concerned companies with bona fide manpower shortages. The job developer explains the program, and assists in defining the job so that the most appropriate employee can be found and then trained very specifically for that job.

The selected hard-core unemployed first take a physical examination, then do a self-diagnosis for job interest and ability. These and all ensuing steps are recorded on the trainee's individual progress chart. Matched with a specific job pledge, each man or woman is then educated and counseled in the skills to hold that job with that company. A counselor who knows the job, the company, and the new employee personally brings the individual to his new job. The counselor tries to anticipate the problems which normally keep the hard-core unemployed from succeeding and the company from understanding. Other services

provided by the Center are bus transportation, medical, dental, legal, and child-care services, as well as family counseling. As a result of the Chandler Career Center and its cooperating employers, a local area welfare roll dropped 45% in 1969.

In the first 15 months of operation, the Career Center has helped over 600 hard-core unemployed start on the road to steady employment. More than half of these are still at work. Nearly 150 have been steadily earning wages for more than six months. By the end of 1970, the Center will have assisted over 1,000 persons.

Learning English with a self-teaching device

The Center utilizes several types of audio-visual equipment, many of which are self-teaching devices for use by trainees. Equipment includes closed circuit TV, 8mm projectors, filmstrip devices, recorders, and cameras. Some of the equipment can be taken home by trainees for more practice. Staff members make tapes and films in real plants, and these are used to acquaint trainees at the Center with actual working conditions and noise levels. Tapes are also used to teach consumer education, how to file income taxes, safety, plant operations, etc.

The staff at the Center totals about 25, of which one-third were former trainees at the Center.

D. Indian Community Action Project

Under Title II of the Economic Opportunity Act passed by Congress in 1964, the idea of Community Action Programs was born, an idea based on the conviction that the people directly affected by such programs are best able to determine their needs and the best type of action necessary for achieving these needs. Thus, Indian community residents began analyzing their own needs and formulating plans for meeting these needs. The Indian Community Action Project came into being to help tribes fully participate in the opportunities made available to them.

The Indian Community Action Project (ICAP) was created in 1965 under the College of Education at Arizona State University and funded by the Office of Economic Opportunity (OEO). The purpose of this project is to assist the Indian tribes to develop and manage Community Action Programs on their reservations. ICAP personnel provide services to tribes not only in Arizona, but in California, Colorado, and New Mexico.

The ICAP office provides such services to Arizona Indians as technical assistance and training. The technical assistance staff is concerned primarily with helping tribes (at their own request) to write proposals for funding, to coordinate their administrative procedures, to coordinate the CAP projects with other governmental poverty programs, and to secure funds from all possible sources to finance planned programs. The training services provided by ICAP are fundamentally community information training, skills training, and Head Start training. The skills training includes preparing Indian personnel in administrative and office procedures so that they will be able to manage their own CAP projects. Part of the training staff provides in-service instruction for teachers, aides, cooks, bus drivers, and school administrators who participate in the Head Start program on Indian reservations.

ICAP was directly involved in helping Arizona tribes obtain over 11 million dollars in funds for various OEO and related programs. Some of the programs funded have been: Conduct and Administration, Head Start, Alcoholism Control, Health Aid Training, Guidance and Counseling, Adult Education, Day Care, Community Service Center, Legal Aid, Remedial Reading, Small Business Development Centers, and Home Improvement Training.

The prime objectives of ICAP are to bring about major and permanent gains in individual and community self-confidence and initiative, foster

Indian community economic development, and create employment opportunities for the poor. ICAP is an important promoter of Indian Human Resource Development. Since its inception, the Indian Community Action Project has fostered interest and cooperation in the program from other state and federal agencies.

Since the contract with ASU expires on May 31, 1970, ICAP will be transferred to representatives of the Arizona tribes, an incorporated organization called Arizona Affiliated Tribes. The ICAP main office will then be located on the Salt River Reservation. Technical assistance will be decided by the tribes themselves to determine the greatest needs. Thus, reservation Indians will assist in running these programs.

There is now a CAP office serving each of the following: Colorado River, Hualapai, Havasupai, Hopi, White Mountain Apache, San Carlos Apache, Salt River, Gila River, Papago, Pascua Yaqui, and in part, the Quechans at Fort Yuma.

E. Indian Development District of Arizona

Another organization, the only one of its kind in the United States, is the Indian Development District of Arizona (IDDA), which was formed in the fall of 1967 in order to create economic development and jobs on Indian lands for the benefit of our Indian citizens and their non-Indian neighbors. Composed of 17 reservations, 15 in Arizona and 2 in California, it was organized and is jointly sponsored by the tribes to strengthen each in its respective endeavors. A State-chartered nonprofit corporation, IDDA brings united tribal effort and an effective association with non-Indian neighbors for planning economic development effort. It employs its own professional staff, utilizing a 75% grant-in-aid provision of the Economic Development Act.

IDDA is composed of five planning and business development program areas, each with its own professional staff, and coordinated by a central office in Phoenix. The five planning areas are:

Areas	Offices	Reservations
North Central	Polacca	Hopi
	Fredonia	Kaibab
Northwest	Prescott	Yavapai
	Peach Springs	Hualapai
		Havasupai
		Camp Verde
Apache	Whiteriver	Ft. Apache
	San Carlos	San Carlos
South Central	Salt River (near Scottsdale)	Salt River
	Sacaton	Gila River
	Sells	Papago
		Ft. McDowell
		Ak-Chin
Colorado River	Parker	Colorado River
	Ft. Yuma (near Yuma)	Ft. Yuma
		Ft. Mohave
		Cocopah

Each field office is oriented toward creating job opportunities, while the main office works at creating profit-making ventures and seeking projects under the federal programs, including social, cultural, industrial, and community development.

IDDA sponsors Neighborhood Youth Corps, Operation Mainstream, and on-the-job training (OJT) programs. It also has a program called "Small Business Development" which provides assistance for individuals in starting a small business. There are several in operation now, including one in Gila River and two in Fort Yuma, with a number of others approved, also. A grant from the Small Business Administration has allowed IDDA to employ one person in assisting with small business projects, and another such person may be added soon.

In addition to aiding member tribes with reservation economic developments, IDDA can engage in business ventures of its own in order to generate self-supporting revenue so that it may operate without federal monies and funds from its member tribes. In 1969 IDDA set up its first profit-making firm, Arizona Indian Milk Products, Inc. At the present time, this is a brokerage-type operation, working with a large firm in Phoenix. However, plans are to set up a processing plant on the Gila River Reservation in order to distribute

dairy products to service Indian and reservation schools. This would necessitate a contract with the BIA.

The long-considered Indian Youth Center opens in early 1970 at Mt. Lemmon near Tucson. Backed and run by IDDA, it will function primarily as a vocational training center for Indian boys.

F. Phoenix and Tucson Indian Centers

There are two active centers in Arizona that provide services and a meeting place for urban and off-reservation Indians. A description of each of the centers follows.

Phoenix Indian Center and Phoenix Urban Indian Project

Initiated in May of 1969, the Phoenix Urban Indian Project of the Phoenix Indian Center is an organization which serves the urban and off-reservation Indian. Serving migrant and urban Indians, the project had well over 4,000 contacts for service, information, and referral from May 1, 1969 to May 1, 1970. These contacts were from Indians representing over 76 tribes.

With a full-time staff of five, Phoenix Indian Center is located on North First Avenue; however, in the summer of 1970 a branch office will move to East Indian School Road. Both locations will then be used to serve Indians in the Phoenix area. In addition to regular staff members, a number of Indian and non-Indian volunteers help out at the center from time to time answering phones, typing reports, etc.

The purpose of the Phoenix Indian Project is to be of service to the urban and migrant Indian by providing the general public with accurate information about the Indian and by educating Indians to improve and develop their capabilities, and to carry out this purpose by the following:

1. Inform the urban and migrant Indian of services available to him.
2. Make these services more accessible to the urban and migrant Indian.
3. Make the urban and migrant Indian more aware of the agencies and the policies under which they operate.
4. Act as a clearing house for problems of the urban and migrant Indian.
5. Provide a more comfortable atmosphere for Indians where they can get help from other Indians.
6. Press for an accurate, dignified and informed treatment of the Indian in public agencies, and the mass media presentations.

Staff members are now seeing about 175 Indians each week. All available agencies and resources are used by the project in order to provide services to Indians. These services include: family services, counseling, delinquency assistance, income management, debt counseling, legal service, health referral, employment assistance (vocational counseling, job placement, job development), and an alcoholic program.

The report of the Phoenix Indian Center's first seven months of operation revealed the following:

PROGRESS REPORT

Total contacts for service, information, and referral for the period May 1, 1969 - November 30, 1969	3,703
Direct Service:	
Employment	
Permanent placements	102
Temporary placements	43
Youth—casual jobs	13
Transportation (daily average)	15
Emergency aid	52
Recreation and cultural enrichment	19
Counseling (daily average)	25
Court appearances	30
Visitation of confined	54
Referral Service:	
Employment	
State Employment Offices (daily average)	5
Other agencies (daily average)	3
Lawyers	11
Welfare	18
Salvation Army	10
Other agencies	31
Outside Contacts:	
Home visits, follow up, neighborhood area	2,000

The Phoenix Urban Indian Project and Phoenix Indian Center are governed by a board of di-

rectors, and receive financial support from United Fund and LEAP.

Tucson Indian Center

The Tucson Indian Center, located at 120 West 29th Street, is a project of the American Indian Association, Inc. of Tucson, and is a delegate of the Committee for Economic Opportunity. Funds are received from these two organizations, also from donations and special fund-raising projects. Although the Center can serve any of the minorities or disadvantaged, it is visited mostly by Indians, and it is a meeting place for the Indian population of the city.

Directed by a board of 16 members, the Center is staffed by a director, a counselor, and several volunteers, who give assistance and referral services to people with problems of health, welfare, employment, alcoholism, and education. It also provides transportation for those who need it, and food programs, especially for children. Evening programs are sponsored by the Center, including educational tutoring and movies for recreational purposes. A swimming pool was donated, and a basketball court is available, both beneficial in providing recreational opportunities for out-of-school youth.

Since January 1970, the Tucson Indian Center has served about 390 walk-ins a month. Also, it is used by other people for such activities as survey or employment projects, or for individual purposes—some of which can provide additional revenue for the Center.

G. Western Apprenticeship Association

Started in August of 1967, the Phoenix Chapter of the Western Apprenticeship Association operates exclusively for Indians, under the auspices of the building and construction trades. It is recognized and supported by the Phoenix Building Trades Council, Associated General Contractors, the Bureau of Apprenticeship and Training, and the State Apprenticeship Council. Federally funded, the Association uses every effort to place Indians in apprenticeship programs. It covers the entire State and works with apprenticeship coordinators on the reservations.

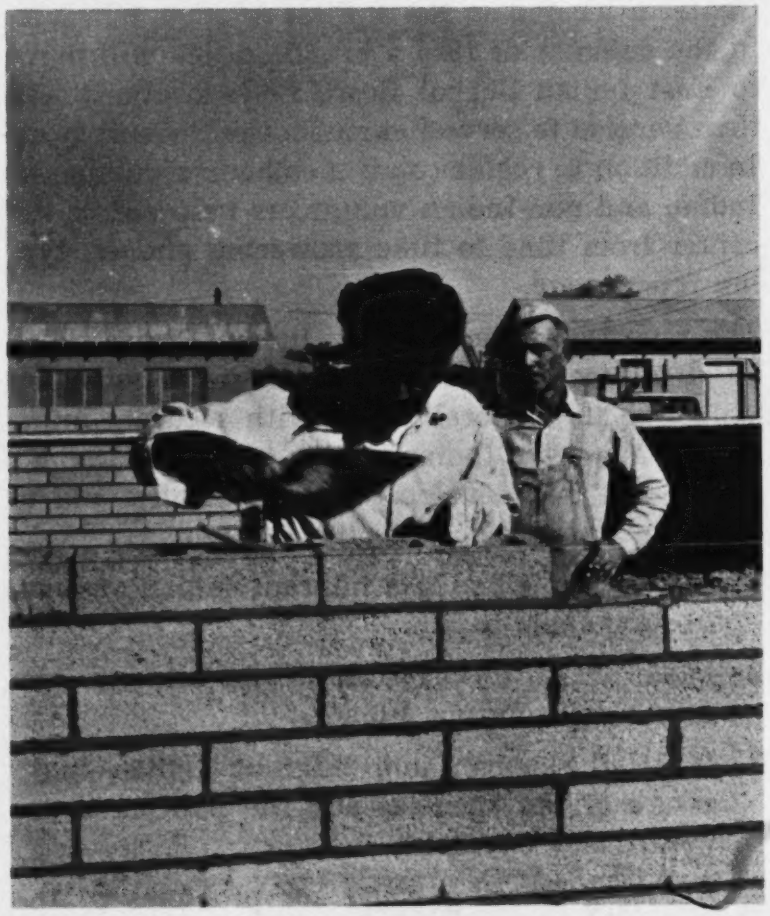
The Association also conducts promotional work in schools in order to get young Indian men interested in apprenticeship programs and to explain how they operate.

This past year two major approaches were initiated by the Association: (1) Public schools on reservations and BIA schools are cooperating by helping students improve in their subjects, when necessary, if they are planning to be apprentices, and (2) Indians are given preferential employment for enterprises and businesses on or near reservations when federal funds are involved.

The Western Apprenticeship Association cooperates with the BIA and other agencies in order to deal with all of the aspects of placing Indians in apprenticeship situations. The Indians must be high school graduates or have their GED certificate to be accepted into the apprenticeship program. After they have been placed, the Association does any necessary follow-up work.

Indian Apprenticeship Status as of March 12, 1970:

	Navajo	Other	Total
Applicants	258	103	361
Applicants Indentured	84	25	109
Applicants Not Indentured	114	50	164



A bricklayer apprentice

V.
INDIAN MANPOWER RESEARCH

Until recently, there were no authoritative data on the Indian manpower resource problem. Recognizing the need for this type of data, the Arizona State Employment Service planned a series of studies on Indian manpower in Arizona. The objective of this series, known as the Indian Manpower Research Program, is to provide information necessary for dealing with the problems of unemployment and underemployment of Indians.

In 1968, two of these studies in the Indian Manpower Research Program were completed: the first by the ASES on the Navajo Reservation, and the second by Arizona State University under contract from the ASES on the Fort Apache, San Carlos, and Papago reservations in Arizona, as well as on two reservations in New Mexico. A follow-up study on the Navajo Reservation—the Employer Demand Survey—was conducted by the ASES and Navaho Community College in late 1969.

Following are summaries of the findings in these studies, and a description of the Minority Readjustment Project.

A. Navajo Manpower Study

In early 1967, the Arizona State Employment Service, in cooperation with the Navajo Tribal Council, the Office of Navajo Economic Opportunity, the Bureau of Indian Affairs, and the U. S. Public Health Service, carried out the first full-scale Indian manpower resource study in the United States. All of these agencies cooperated with the ASES in developing the survey in 1966. The study, to be published by the Bureau of Indian Affairs in 1970, was designed to identify the characteristics, problems, and potential of the Navajo labor force and to identify the types of assistance programs needed by Navajos to improve their employment and economic conditions. A summary of this Navajo study, a reservation-wide sample survey, follows.

CHARACTERISTICS OF THE NAVAJO MANPOWER RESOURCE

The on-reservation population 14 years of age and older (exclusive of students) is 54.3% female, with more women than men falling into the younger age groups. Because the reservation is a vast territory generally remote from non-reservation population centers, many Navajos, especially the older, have had little contact with the mainstream culture. An indication of this apartness was the level of proficiency in the use of English. The survey revealed that slightly more than half of the men and slightly less than half of the women claimed some spoken and written proficiency with the Engish language. Some others in these two groups were able to speak, though not read, English. However, the remainder, 32.2% of the men and 51.0% of the women, claimed no knowledge of English at all.

Education: The median educational level of the Navajo out-of-school population is approximately five grades completed. Approximately 20,300 Navajos have completed five years of schooling or less. The following table shows the grade levels attained, according to the survey.

HIGHEST GRADE LEVEL ATTAINED

Navajo Population 14 Years of Age and Older
(Less Students)

Grade Level	Male	Female	Total
5 or less	9,100	11,200	20,300
6 - 7	1,800	1,500	3,300
8	1,400	1,350	2,750
9 - 11	1,850	1,950	3,800
12	1,750	1,800	3,550
13+	450	400	850
Unknown	1,600	3,200	4,800
Total	17,950	21,400	39,350

As the table indicates, 9% of the out-of-school population have completed 12 grades of schooling, while another 2% have some training or education beyond high school. Generally speaking, it is the younger Navajos who have a higher education level, while the men 30 and older and the women 25 and older have completed a median five years of schooling or less.

Labor Force: Of the total population 14 years of age and older, 32,350, or 82%, were counted within the labor force (exclusive of students). A relatively larger percentage of the men than the women participate in the labor force (87.6% versus 77.6%) although, as the female population is greater, the total number of women in the labor force (16,600) is greater than the number of men (15,750). The peak participation rate for women occurs in the 20-24 year age group; and for the men, in the 25-29 year group. As might be expected, the participation rate declines with age. However, it is significant that the participation rate remains relatively high throughout the higher age brackets. Forty-four percent of the men and 29.4% of the women over 65 years of age reported themselves to be in the labor force, which differs considerably from the experience of the United States as a whole when 1966 participation rates in the same age group were 27.0% and 9.6% respectively.[1] The study also revealed that labor force participation is considerably higher among Navajo women than the national rate.

Employment Status of the Labor Force: At the time of the survey, 37.3% of those defined to be in the labor force were employed in either wage-and-salary or self-employment, leaving 62.7% nonemployed. The employment rate was slightly higher for men than women, and, as might be expected, the rate was extremely low among teenagers who were mostly school dropouts. The employment rate for the total labor force rises above 40% only in the 35-39 and 50-54 age groups. The employment rate remains relatively high past the age of 65 (42.2% for men and 35.0% for women). Traditional pursuits are an extremely important source of employment for these older residents.

Characteristics of the Nonemployed: Nearly 20,300 persons (9,600 men and 10,700 women) who were 14 or over and not full-time students, reported themselves without jobs but willing to accept suitable employment. (Because of the deviation from the normal definition of "unemployment," this group was termed the "nonemployed.") The Navajo nonemployed are a relatively young group, with over two-thirds between the ages of 20 and 44, and the largest percentage in the 20-24 year grouping. Of the 20,300 nonemployed Navajos, slightly over 80% have completed eight years of schooling or less, while nearly two-thirds claim five years or less. All of the nonemployed over 30 years old achieved a median five years or less of schooling. In nearly every category, the median education achieved by the employed was higher than that of the nonemployed.

[1]The definition of labor force utilized in this study is not strictly comparable with the national definition and would lead to a higher participation rate calculation among the Navajo.

B. Manpower Resources on Five Southwestern Reservations

The second in the series of Indian Manpower Resources studies began in late 1967 and was completed in 1968. Results were published in early 1969 under the title: **Indian Manpower Resources in the Southwest: A Pilot Study.**[2] Under contract from the ASES, this project was conducted by the director of the Bureau of Business and Economic Research, College of Business Administration, Arizona State University. The survey covered three reservations in Arizona: the Fort Apache, Papago, and San Carlos, and two reservations in New Mexico: the Acoma and the Laguna. The following are some of the findings from this study.[3] (For more detailed information about each individual reservation, please see the complete study.)

GENERAL CHARACTERISTICS OF INDIAN MANPOWER RESOURCES

Age: The study of the five reservations revealed that the Indian population was generally younger than the total population of the United States.

Education and Labor Force Potential: According to the **1968 Manpower Report of the President,** the median educational level of the general United

[2]Benjamin J. Taylor and Dennis J. O'Connor, **Indian Manpower Resources in the Southwest: A Pilot Study,** Arizona State University, 1969.

[3]From the summary in the **Arizona Law Review,** 10: 579-596.

States population is 12.3 years, while the Indians sampled in this study showed a median considerably less. The average grade level completed was 9-11 years, except for Papagos with a 7-8 year median. Only 13% of working-age Papagos—and even fewer Fort Apache and San Carlos Indians—had completed high school. A very small percentage had attended college.

Facility with the English Language: To most of the Indians surveyed, English is only a second language. Of the families interviewed, 76% of the Fort Apache families, 73% of the Papago families, and 52% of the San Carlos families rely predominantly on an Indian language in the home, while all other families use Indian dialects in varying degrees.

Annual Activities of Working-Age Indians: Although the most important activity of the five tribes is work, not even one-half of the labor force was employed, even on a seasonal basis. Some of the other activities mentioned, besides work, were: "looking for work," "keeping house," "going to school," and "unable to work." Few Indians claimed to be retired, suggesting that the number of potential workers was high.

Assuming that full-time employment is constituted by working ten months or more a year, then only the Acomas and Lagunas had a majority of workers employed full-time. More than 50% of the Papagos and Fort Apache workers were employed six months or less. Thus, much of the income of the Indians on these five reservations comes from seasonal and irregular work. Because of the different types of jobs available on the different reservations, members of some of the tribes had steadier work than members of the other tribes. About 10 to 15% of those Indians who were working were underemployed—that is, they worked less than 35 hours per week.

Three-quarters of the Indians who were working ten months or more a year were married. However, the study revealed that, married or not, many of the Indians had never worked—a considerable number in each of the age groups. The teenagers in four of the tribes had a smaller percentage who had never worked than most of the other age groups—perhaps because they had more education and better use of English than many of the older Indians. The teens in the other tribe—the Lagunas—may not have needed work so soon because there were more job opportunities for older family members on that reservation.

Individuals Not in the Labor Force: Of the five tribes, many Indians 16 and over had withdrawn from the labor force and would not usually be counted among the unemployed. A number of reasons were given for having withdrawn: some individuals believed that no work was available; others could not find work; some lacked the necessary schooling, training, or experience; some thought themselves to be too old or too young by employers; some could not arrange for child care. The most important reason mentioned by most of these reservation Indians for their inactivity was family responsibility. Also, a relatively large percentage indicated that physical and personal handicaps prevented them from working.

Source and Amount of Reservation Income: Since, as the survey revealed, these Indians were confronted by a lack of employment opportunities, it is obvious that they must have other sources of income in order to survive. Some of the sources mentioned were: gifts from children, relatives, or churches; assistance payments from the Bureau of Indian Affairs and other public or private agencies; social security; unemployment compensation; veterans payments; pensions; sale of property.

Amount of Individual and Family Incomes: The average family income in the U. S. in 1966 was $7,436. For the Indian families, the average ranged from $500-$999 for the Fort Apaches and Papagos to $2,000-$2,999 for the Acomas and Lagunas. The median family income for the San Carlos was in the $1,000-$1,999 range. Thus, in 1967, the median family income on these five reservations was far short of the 1966 average income of all families in the United States. Over half of the families on these reservations live in poverty, with annual incomes of less than $3,000. Many more of the Acoma and Laguna families had incomes of $5,000 or over per year than did families of the other tribes.

Obviously, the low incomes of many reservation families lessens the chance for providing a well-balanced diet—which in turn can decrease the ability of the Indians to participate in the labor force.

C. Employer Demand Survey on Navajo Reservation

Constituting the first census of employers of its kind on the Navajo Reservation, a mail-out Em-

ployer Demand Survey was conducted in October of 1969 by the Arizona State Employment Service and Navaho Community College. The primary purpose of the survey was to obtain information from all employers in the Navajo Area concerning their employment patterns, occupational make-up, current job openings, and anticipated needs for new workers during the next year. This information will be used to aid the College in curriculum planning, and to assist the ASES in planning training programs for the Navajo CEP and WIN programs. The results of the survey will be published in booklet form and distributed to the Navajo Tribe, the BIA, and other interested agencies. Results of the study will be available in July or August of 1970.

The following is a summary of findings from the survey:

In November 1969, there were 12,631 persons reported employed in nonagricultural industries on the reservation; 42.6% of these persons were female; 66.6% of the nonagricultural employed (8,412) were Navajo.

Most of the reported nonagricultural employment on the reservation was heavily concentrated in three major industrial categories: services (37.5%), government (35.0%), and manufacturing (16.3%).

There was a total of 381 current job openings reported by nonagricultural employers on the reservation in November of 1969. About 60% of these openings were reported by one agency, the Bureau of Indian Affairs.

It is estimated that a nonagricultural job was available for only about one in every 40 Navajo jobseekers during the survey period.

Approximately 1,060 job openings, other than current job openings, were anticipated by reservation employers in the next year, for which workers would be actively sought. Of all anticipated openings, 43.4% were in the manufacturing industry (electronics assembly), 24.5% were in government, 15.9% were in services, and 10.0% were in the transportation, communication and electric services industry.

The professional, technical, and managerial occupational category was by far the largest occupational group present on the Navajo Reservation. About 41.8% of all nonagricultural employed persons were reported to be in this category. Half of those employed in this category were Navajo (50.2%), and almost half were women (48.2%). There was a smaller percentage of Navajo in this occupational category than in any other.

The largest concentration of current job openings was found in the professional, technical, and managerial category; 171 of the 381 current job openings (44.9%) were in this occupational group. The great majority of job openings within this group, 69.6%, were occupations in education. In fact, 119 or almost one-third (31.2%) of all current job openings were in education.

The second largest number of current job openings was found in the clerical and sales category. The 63 openings reported in this category represented 16.5% of all job openings. The bench work category had the third largest number of openings (45), all but one of which were in the assembly and/or repair of electrical equipment.

Of all openings, other than current openings, anticipated in the next 12 months, 446 (41.6%) were occupations in the assembly and repair of electrical equipment; 154 anticipated openings were reported in education; 75 in food and beverage preparation and service; 48 in stenography, typing, filing, and related occupations; 25 in transportation (service station attendants); and 25 in administrative specializations occupations.

Hiring methods used by Navajo area firms and agencies in order of frequency used were: direct company application (85.6%), friends and relatives (82.7%), State Employment Service (61.2%), advertising and want ads (47.4%), and employment assistance (BIA—44.4%).

Mixed feelings prevailed among Navajo employers about training programs offered on the reservation. Three-quarters of the firms reporting thought vocational training programs would be of help to them in obtaining qualified employees. A majority of those firms responding, however, felt that the training programs which had been provided to on-reservation Navajo had been inadequate. The most common type of complaint listed was that training programs did not supply the types of trainees or training really required by firms.

D. Minority Readjustment Project

In 1969 the Arizona State Employment Service contracted with Northern Arizona University to do a cross-cultural research study concerned with the nature of problems that emerge from the movement of minority group persons from rural communities to urban centers—problems involving the adaptation of individuals to changing environmental conditions. Indians and Mexican Americans were to be included in the project. However, in its initial stages, it became apparent that it would be necessary in the interests of time and funds, to reduce the scope of the project by surveying the Navajos as representative of the Indian population, and by omitting Mexican Americans from the study.

A pilot study is to be finished in May of 1970, including sample interviews with on-reservation Indians, border-town Indians, and urban area Indians. After this study the four remaining steps in the project and their time schedules are expected to be as follows:

Employment and Training
Field Survey Staff ..... May 15 - June 1, 1970

Conduct Fieldwork
Including Survey ..... June 1 - July 15, 1970

Process and Analyze
Data ..... July 1 - August 30, 1970

Write and Publish
Report ..... Sept. 1 - Nov. 1, 1970

Since Indians from most reservations need additional employment opportunities, and since cross-cultural adjustments may be a significant factor, the study should produce considerable information of use in providing future services.

VI. Appendix

TABLE I

SELECTED STATISTICS ON ASES SERVICES TO ARIZONA INDIANS BY LOCAL OFFICE

1969

Office	New Applications	Monthly Average Active Applications on File	Counseling Interviews	Total Tests Given	Employer Contacts	Nonagricultural		Agricultural	
						Referrals	Placements	Referrals	Placements
STATE TOTAL	9,996	2,960	677	2,208	1,987	17,066	13,686	8,383	6,726
CENTRAL REGION									
Phoenix I&S	611	291	2	330	400	8,887	8,026	0	0
Phoenix PS&C	166	17	0	60	0	202	40	0	0
Phoenix EOC	300	74	158	53	0	148	66	0	0
Phoenix WIN	34	3	23	3	0	0	0	0	0
Phoenix Farm	81	21	0	0	9	0	0	948	914
Phoenix CEP	78	0	61	34	0	27	8	0	0
Mesa	431	133	51	183	12	1,181	557	792	683
Mesa WIN	62	7	37	5	0	0	0	0	0
Glendale	28	5	3	15	3	74	45	0	0
NORTHERN REGION									
Flagstaff	1,430	603	35	74	181	1,163	979	625	4
Globe	1,166	501	0	148	258	1,388	1,160	14	12
Kingman	49	11	0	30	6	158	132	0	0
Prescott	53	10	0	13	0	123	107	0	0
Winslow	3,736	834	0	714	868	1,590	1,004	817	0
Navajo CEP	240	18	208	142	0	0	0	0	0
SOUTHERN REGION									
Bisbee	3	1	0	0	0	0	1	0	0
Casa Grande	534	109	11	262	194	210	109	4,749	4,728
Douglas	2	0	0	0	0	17	16	20	24
Nogales	0	0	0	0	0	0	0	0	0
Yuma	283	94	28	50	51	350	234	328	316
Safford	56	14	0	6	2	4	4	3	2
Tucson IS&F	412	167	0	28	3	1,283	1,106	87	43
Tucson PS&C	46	8	0	11	0	65	24	0	0
Tucson EOC	183	36	53	44	0	196	68	0	0
Tucson WIN	12	3	7	3	0	0	0	0	0

TABLE II

PLACEMENT OF INDIANS BY LOCAL OFFICE AND BY OCCUPATIONAL GROUP

1969

Office	Total	Professional Technical & Managerial	Sales & Clerical	Service	Farming, Fishery, Forestry & Rel.	Processing	Machine Trades	Bench Work	Structural Work	Miscellaneous	Total Nonag.	Agricultural
TOTAL	20,412	144	287	5,198	1,035	108	192	356	1,714	4,652	13,686	6,726
CENTRAL REGION												
Phoenix I&S	8,026	0	2	3,280	41	13	29	25	906	3,730	8,026	0
Phoenix PS&C	40	3	28	7	1	0	0	0	1	0	40	0
Phoenix EOC	66	1	24	21	1	1	0	5	6	7	66	0
Phoenix WIN	0	0	0	0	0	0	0	0	0	0	0	0
Phoenix Farm	914	0	0	0	0	0	0	0	0	0	0	914
Phoenix CEP	8	0	2	3	0	0	0	2	1	0	8	0
Mesa	1,240	3	3	201	8	68	5	39	161	69	557	683
Mesa WIN	0	0	0	0	0	0	0	0	0	0	0	0
Glendale	45	0	0	14	0	3	2	2	12	12	45	0
NORTHERN REGION												
Flagstaff	983	32	41	331	220	2	6	10	200	137	979	4
Globe	1,172	80	65	66	352	4	98	106	88	301	1,160	12
Kingman	132	1	0	36	13	1	3	32	9	37	132	0
Prescott	107	0	3	74	0	0	1	1	15	13	107	0
Winslow	1,004	12	64	164	357	2	15	99	132	159	1,004	0
Navajo CEP	0	0	0	0	0	0	0	0	0	0	0	0
SOUTHERN REGION												
Bisbee	1	0	0	0	1	0	0	0	0	0	1	0
Casa Grande	4,837	1	8	37	4	6	1	13	15	24	109	4,728
Douglas	40	1	0	0	3	0	0	0	2	10	16	24
Nogales	0	0	0	0	0	0	0	0	0	0	0	0
Yuma	550	2	6	63	19	0	23	11	72	38	234	316
Safford	6	0	0	1	0	0	0	0	0	3	4	2
Tucson IS&F	1,149	0	6	877	11	8	5	7	91	101	1,106	43
Tucson PS&C	24	5	19	0	0	0	0	0	0	0	24	0
Tucson EOC	68	3	16	23	4	0	4	4	3	11	68	0
Tucson WIN	0	0	0	0	0	0	0	0	0	0	0	0

TABLE III

PLACEMENT OF INDIANS BY LOCAL OFFICE AND BY INDUSTRY

1969

Office	Total	Agricultural	Mining	Contract Construction	Manu-facturing	Trans., Comm. & Pub. Util.	Trade	Services	Private Household	Government	Other
TOTAL	20,412	6,726	179	815	1,512	222	3,092	1,907	4,746	960	253
CENTRAL REGION											
Phoenix I&S	8,026	0	6	563	620	140	2,472	625	3,397	21	182
Phoenix PS&C	40	0	0	1	4	0	16	8	2	3	6
Phoenix EOC	66	0	0	1	9	10	13	11	4	17	1
Phoenix WIN	0	0	0	0	0	0	0	0	0	0	0
Phoenix Farm	914	914	0	0	0	0	0	0	0	0	0
Phoenix CEP	8	0	0	0	2	0	1	4	0	0	1
Mesa	1,240	683	0	25	217	8	60	68	168	2	9
Mesa WIN	0	0	0	0	0	0	0	0	0	0	0
Glendale	45	0	0	9	7	2	11	4	9	1	2
NORTHERN REGION											
Flagstaff	983	4	29	47	17	28	187	300	105	261	5
Globe	1,172	12	132	46	250	2	15	535	25	155	0
Kingman	132	0	2	9	38	4	23	40	15	0	1
Prescott	107	0	2	1	4	2	8	21	64	1	4
Winslow	1,004	0	0	56	179	9	112	88	122	435	3
Navajo CEP	0	0	0	0	0	0	0	0	0	0	0
SOUTHERN REGION											
Bisbee	1	0	0	0	0	0	0	0	1	0	0
Casa Grande	4,837	4,728	0	4	36	0	20	12	29	7	1
Douglas	40	24	1	1	0	6	4	0	1	3	0
Nogales	0	0	0	0	0	0	0	0	0	0	0
Yuma	550	316	1	13	83	4	45	54	15	19	0
Safford	6	2	0	0	0	0	1	3	0	0	0
Tucson IS&F	1,149	43	6	36	38	6	81	111	783	9	36
Tucson PS&C	24	0	0	0	1	0	7	11	0	5	0
Tucson EOC	68	0	0	3	7	1	16	12	6	21	2
Tucson WIN	0	0	0	0	0	0	0	0	0	0	0

TABLE IV
INDIAN PLACEMENTS BY MONTH AND BY INDUSTRY
1969

MONTH	TOTAL	Agricultural	Mining	Contract Construction	Manufacturing	Transp., Comm. & Pub. Util.	Trade	Services	Private Household	Government	Other*	Total Nonag.
TOTAL	20,412	6,726	179	815	1,512	222	3,092	1,907	4,746	960	253	13,686
January	1,444	588	15	37	100	7	230	84	349	17	17	856
February	1,379	465	10	40	132	12	236	70	376	14	24	914
March	1,492	436	9	56	110	18	230	176	426	13	18	1,056
April	1,870	573	17	67	165	24	322	159	482	37	24	1,297
May	2,161	879	15	76	184	28	306	161	437	53	22	1,282
June	2,346	932	16	94	111	33	348	172	456	158	26	1,414
July	2,713	926	4	83	96	29	227	377	423	529	19	1,787
August	1,636	546	29	91	104	22	184	205	369	66	20	1,090
September	1,622	415	18	63	213	18	299	145	412	17	22	1,207
October	1,521	403	24	77	107	16	276	172	386	29	31	1,118
November	1,070	190	12	68	103	5	235	102	322	17	16	880
December	1,158	373	10	63	87	10	199	84	308	10	14	785

*Includes Forestry, Fisheries, Finance, Insurance and Real Estate.

TABLE V
AGRICULTURAL PLACEMENTS BY MONTH AND BY LOCAL OFFICE
1969

MONTH	TOTAL	Phoenix Farm	Mesa	Flagstaff	Globe	Casa Grande	Douglas	Yuma	Safford	Tucson IS & F
TOTAL	6,726	914	683	4	12	4,728	24	316	2	43
MONTHLY AVERAGE	561	76	57	0	1	394	2	26	0	4
January	588	102	35	0	0	342	0	97	0	12
February	465	72	44	0	0	330	4	12	0	3
March	436	101	25	0	2	278	12	13	1	4
April	573	172	0	0	7	372	0	16	0	6
May	879	104	93	0	0	654	2	18	0	8
June	932	65	95	0	1	728	0	38	0	5
July	926	30	43	0	0	827	0	24	0	2
August	546	22	62	0	0	439	6	17	0	0
September	415	20	75	4	0	303	0	11	0	2
October	403	40	112	0	0	230	0	20	1	0
November	190	98	53	0	2	26	0	10	0	1
December	373	88	46	0	0	199	0	40	0	0

TABLE VI

INDIAN PLACEMENTS IN THE STATE OF ARIZONA BY INDUSTRY

1960-1969

Industry	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969
TOTAL	22,271	31,435	32,626	30,955		28,741	25,264	21,001	23,323	20,412
Mining	205	163	124	79		93	61	57	60	179
Contract Construction	789	811	1,042	822	N	435	530	612	928	815
Manufacturing	713	605	786	685	O	844	621	988	1,220	1,512
Transp., Comm. & Pub. Util.	89	87	138	106	R	133	164	150	162	222
Trade	1,260	1,385	1,676	1,691	E	1,906	2,282	2,310	2,842	3,092
Services	1,076	2,126	2,036	2,276	P	3,865	1,692	1,784	1,796	1,907
Private Household	3,929	4,700	4,888	4,482	O	4,411	4,803	4,795	5,084	4,746
Government	3,672	5,307	2,484	4,501	R	1,512	2,428	2,035	1,319	960
Other	97	118	202	192	T	232	236	196	279	253
Total Nonag.	11,830	15,302	13,376	14,834		13,431	12,817	12,927	13,690	13,686
Agriculture*	10,441	16,133	19,250	16,121		15,310	12,447	8,074	9,633	6,726

*In State only

TABLE VII

SELECTED STATISTICS ON ASES SERVICES TO ARIZONA INDIANS

1960-1969

ASES Services To Indians	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969
New Applications	4,680	4,544	4,842	5,461	NO	5,596	5,123	5,721	8,638	9,996
Counseling	1,196	697	847	501	REPORT	396	447	647	395	677
Tests	697	1,092	906	916		1,261	1,463	2,338	1,968	2,208